

# Effective Crisis Leadership—Transforming Ourselves and Our Organizations for Success

Dr. Attila J. Hertelendy



AmericanCollege of  
HealthcareExecutives  
*for leaders who care*®

# Faculty

- Attila J. Hertelendy, PhD., Assistant Professor, Florida International University,
- Director of Research, Disaster Medicine Fellowship, Department of Emergency Medicine, Beth Israel Deaconess Medical Center
- Adjunct Professor, Disaster and Emergency Management Program, Georgetown University



# Disclosure of Relevant Financial Relationships

The following faculty of this continuing education activity has no relevant financial relationships with commercial interests to disclose:

Attila J. Hertelendy, PhD

# Disclosure of Relevant Financial Relationships

The following planners of this continuing education activity have no relevant financial relationships with commercial interests to disclose:

- David Bartholomew, Senior Vice President, Learning
- Molly Lowe, Director, Content Strategy
- Summer O'Neill, Director, Professional Development
- Martijn van Oort, Director, Business Development
- Brandon Bauer, Virtual Event Manager, Professional Development
- Alexa Calingo, Program Specialist, Content Strategy
- Stephanie Del Toro, Partnerships Specialist, Business Development
- Shannon Heflin, Program Specialist, Content Strategy
- Mary F. Howorth, Education Specialist, Professional Development
- Sandra McGarry, Chapter Education Specialist, Professional Development
- Zoe Siftar, Program Specialist, Content Strategy
- Cristina Cuevas, Events Coordinator, Professional Development
- Margarita Granados, Events Coordinator, Professional Development
- La'Tia Taylor, Virtual Programming Host, Professional Development
- Nan Williams, Virtual Programming Host, Professional Development

A large orange circle on the left side of the slide, partially cut off by the edge.

# Learning Objectives

- Assess their own individual and organizational readiness to lead during a polycrisis event.
- Review how one's organization meets Joint Commission standards for emergency preparedness.



# Agenda

- Why do we need to discuss climate driven extreme weather events?
- Understanding the importance of training, and preparedness as a ROI
- Prepare yourself and your organization to be more resilient to crisis
- Analyze the new risks to hospitals with FEMA's reorganization

# What Have We Learned Since the beginning of the Pandemic?

- The world has changed.
- Many assumptions have been challenged i.e.. The notion of preparedness is weakly supported



## Preparing Hospitals for the Next Pandemic

by Regina Herzlinger and Barak Richman

June 10, 2021

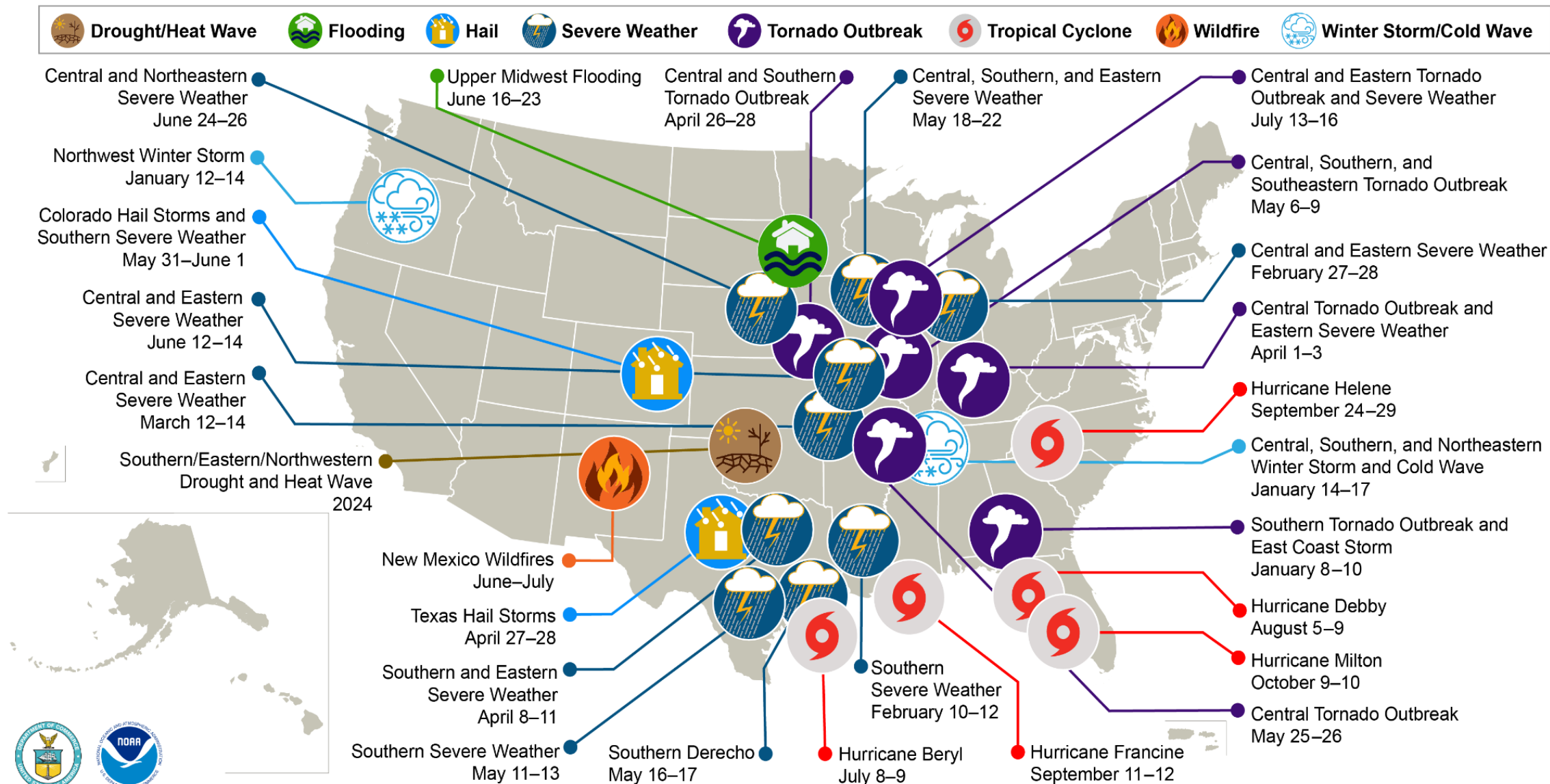


Alessandro Dahan/Getty Images

**Summary.** The Covid-19 epidemic response has shown that the U.S. is blessed with heroic physicians and other health care providers, researchers, and facilities. But it has also revealed a health care ~~system that was woefully unprepared~~ for the surge of pandemic patients. In... **more**



# U.S. 2024 Billion-Dollar Weather and Climate Disasters



*This map denotes the approximate location for each of the **27 separate billion-dollar weather and climate disasters** that impacted the United States in 2024.*

# Close to Home- Palm Beach, Florida





# Wildfires & Extreme Heat



U.S. and Canada Wildfires

[The Latest](#)

[Maps: Track U.S. Fires](#)

[Maps: Air Quality and Smoke](#)

[California's Wildfire Season](#)

[Health Effects of Smoke](#)

[Traveling Safely](#)

## *Canada Evacuates Jasper National Park as Wildfires Burn in Alberta*

Large blazes in the province have led to the evacuation of thousands of people.



Share full article



A wildfire on Saturday in British Columbia, which borders Alberta. Jesse Winter/Reuters

By [Qasim Nauman](#)

July 23, 2024 Updated 7:36 a.m. ET

## Wildfire smoke smothers Edmonton's skies, extreme weather response activated






***Town Famous for Royal and Hollywood Guests  
Is Ravaged by Wildfires***

Fast-moving fires have destroyed a third of the buildings in the picturesque town of Jasper, Alberta, and its national park. But the mayor hopes to rebuild.

**The  
New York  
Times**



## Seasons of smoke and fire: preparing health systems for improved performance before, during, and after wildfires

Attila J Hertelendy, PhD   • Courtney Howard, MD  • Cecilia Sorensen, MD • Jamie Ranse, PhD • Ejemai Eboeime, MD PhD • Sarah Henderson, PhD • et al. [Show all authors](#) • [Show footnotes](#)

**Open Access** • Published: August, 2024 • DOI: [https://doi.org/10.1016/S2542-5196\(24\)00144-X](https://doi.org/10.1016/S2542-5196(24)00144-X) •



Summary

Introduction

Overview of  
the effects of  
wildfires on  
health

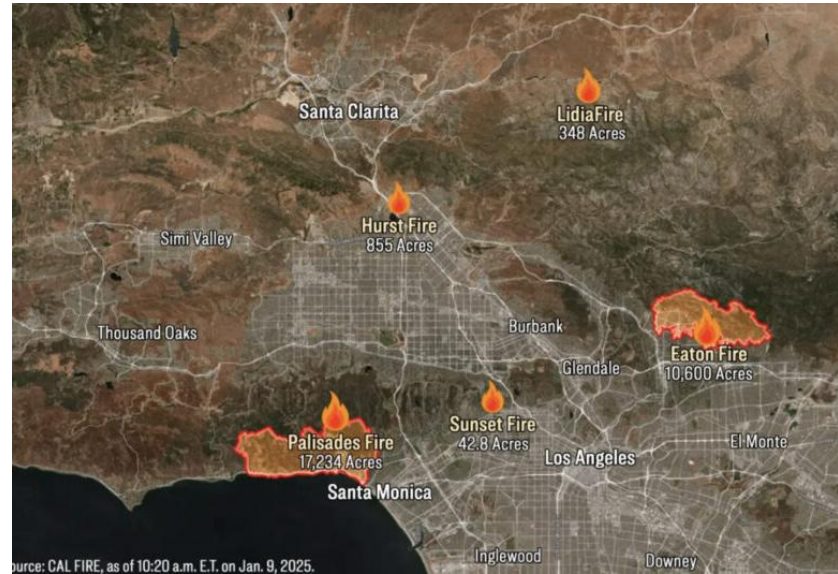
Existing  
frameworks

## Summary

Increased frequency, intensity, and duration of wildfires are intensifying exposure to direct and smoke-related areas, leading to evacuation and smoke-related effects on health and health systems that can affect regions thousands of kilometres. Effective preparation and response are currently hampered by inadequate training disciplines, insufficient finance, and inadequate coordination between health systems and governance at national, and international levels. This Review highlights the key health and health systems considerations for wildfires, and outlines how a health system should respond to optimise population health outcomes now as focus is on the implications of wildfires for air quality, mental health, and emergency management, with elements of policy and finance also addressed. We discuss commonalities of existing climate-resilient health care and di



# LA County Wildfires 2025



### Emergency Alert

NEW: This is an emergency message from the Los Angeles County Fire Department. An EVACUATION WARNING has been issued in your area. Remain vigilant of any threats and be ready to evacuate. Gather loved ones, pets, and supplies. Continue to monitor local weather, news, and the webpage [alertla.org](https://alertla.org) for more information.

# LA County Wildfire - Recommendations

Our website uses cookies to enhance your experience. By continuing to use our site, or clicking "Continue," you are agreeing to our [Cookie Policy](#) | [Continue](#)

JAMA Network

≡ JAMA

Search All

Enter Search Term

Q

Sign In

Advertisement

JAMA



**Screening for Osteoporosis**  
Navigate the USPSTF guidelines with commentary and resources from JAMA.  
[Learn more >](#)

Trending

Introduction to JAMA Climate Change and Health Series  
*Review* | January 4, 2024

How Do Patients Perceive AI vs Clinician Responses to EHR Questions?  
*News* | January 31, 2025

New Online

Views 1,541

Citations 0

Altmetric 4

Perspective

Climate Change and Health

March 19, 2025

## Health Care System Adaptation and Resilience During the Wildfire Crisis

Attila J. Hertelendy, PhD<sup>1,2,3</sup>; Jeremy Maggin, MD, MS<sup>4,5</sup>; Gregory Clottone, MD<sup>2,3</sup>

[» Author Affiliations](#)

JAMA. Published online March 19, 2025. doi:10.1001/jama.2025.2246

Full Text

The catastrophic wildfires that devastated Los Angeles County in January 2025 represent an unprecedented convergence of extreme weather conditions and urban vulnerability. Within a span of hours, the Palisades and Eaton fires, propelled by record-breaking Santa Ana winds reaching 150 miles per hour, consumed more than 37 000 acres, destroyed more than 16 000 structures, and claimed 29 lives.<sup>1,2</sup> All told, greater than 186 000 residents were placed under evacuation orders.<sup>2,3</sup> The increasing frequency and severity of wildfires present unprecedented challenges to health care delivery systems, particularly in regions prone to these disasters.<sup>4</sup> Staffing shortages, burnout, and disaster fatigue are all exacerbated and emergency preparedness remains problematic for resource-constrained health

Download PDF

Full Text

Cite This

Permissions

Access through  
Florida International University Medi...

Add or change institution

JAMA+ AI

Trending

Review

Introduction to JAMA Climate Change and Health Series  
January 4, 2024

News

How Do Patients Perceive AI vs Clinician Responses to EHR Questions?

CORRESPONDENCE · [Online first](#), February 07, 2025

# Health-care system adaptability during wildfire disasters: crucial insights from LA County

[Attila J Hertelendy](#)<sup>a,b,c</sup> · [Jeremy Maggin](#)<sup>d,e</sup> · [Gregory R Ciottone](#)<sup>b,c</sup>[Affiliations & Notes](#) [Article Info](#)

- a Department of Information Systems and Business Analytics, College of Business, Florida International University, Miami, FL, USA
- b Disaster Medicine Fellowship, Department of Emergency Medicine, Beth Israel Deaconess Medical Center, Boston MA 02215, USA
- c Harvard Medical School, Boston, MA, USA
- d Southern California Regional Emergency Management Program, Kaiser Permanente, Pasadena, CA, USA
- e Kaiser Permanente Bernard J Tyson School of Medicine, Pasadena, CA, USA

[Download PDF](#) [Cite](#) [Share](#) [Set Alert](#) [Get Rights](#) [Reprints](#)[Previous article](#) [Next article](#)

Show Outline

» The increasing frequency and severity of environmental disasters necessitate robust health-care system adaptation strategies. Recent wildfire events in and around Los Angeles County, CA, USA, are reported to be the most destructive in regional history, burning more than 50 000 acres, destroying over 15 000 structures, and resulting in 29 fatalities, as of Feb 4, 2025.<sup>1,2</sup> We used critical observations and recommendations derived from this experience to examine institutional resilience and response mechanisms within a complex metropolitan health-care network.<sup>3</sup>

Our analysis revealed innovative approaches to resource deployment, particularly in the implementation of mobile health-care vehicles as adaptable clinical platforms. These units, traditionally supporting routine ambulatory care, showed remarkable operational flexibility in crisis scenarios.<sup>3</sup> Furthermore, the successful establishment of comprehensive 24 h medical services at the Pasadena Convention Center—encompassing physician assessments, nursing care, pharmacy services, and mental health support—exemplifies the potential of flexible resource allocation models.

## Article metrics

Metric data currently unavailable

Request your  
institutional  
access to this journal

ADVERTISEMENT



# Tools for Hospitals – Hurricane Preparedness

THE LANCET *Regional Health Americas*

[Submit Article](#) [Log in](#) [Register](#)

[This journal](#) [Journals](#) [Publish](#) [Clinical](#) [Global health](#) [Multimedia](#) [Events](#) [About](#)

[Advanced search](#)

REVIEW · Volume 48, 101205, August 2025 · [Open Access](#)

[Download Full Issue](#)

[Information for Authors](#)

## Strengthening healthcare system resilience: a comprehensive framework for tropical cyclone preparedness and response

[Attila J. Hertelendy](#)<sup>a,b,e</sup> [Caleb Dresser](#)<sup>b,e,f</sup> · [Sophia Gorgens](#)<sup>b,e</sup> · [Arabella P. Hertelendy](#)<sup>c</sup> · [Paul D. Biddinger](#)<sup>d,e,f</sup> · [Gregory Ciottone](#)<sup>b,e</sup>

[Affiliations & Notes](#) [Article Info](#)

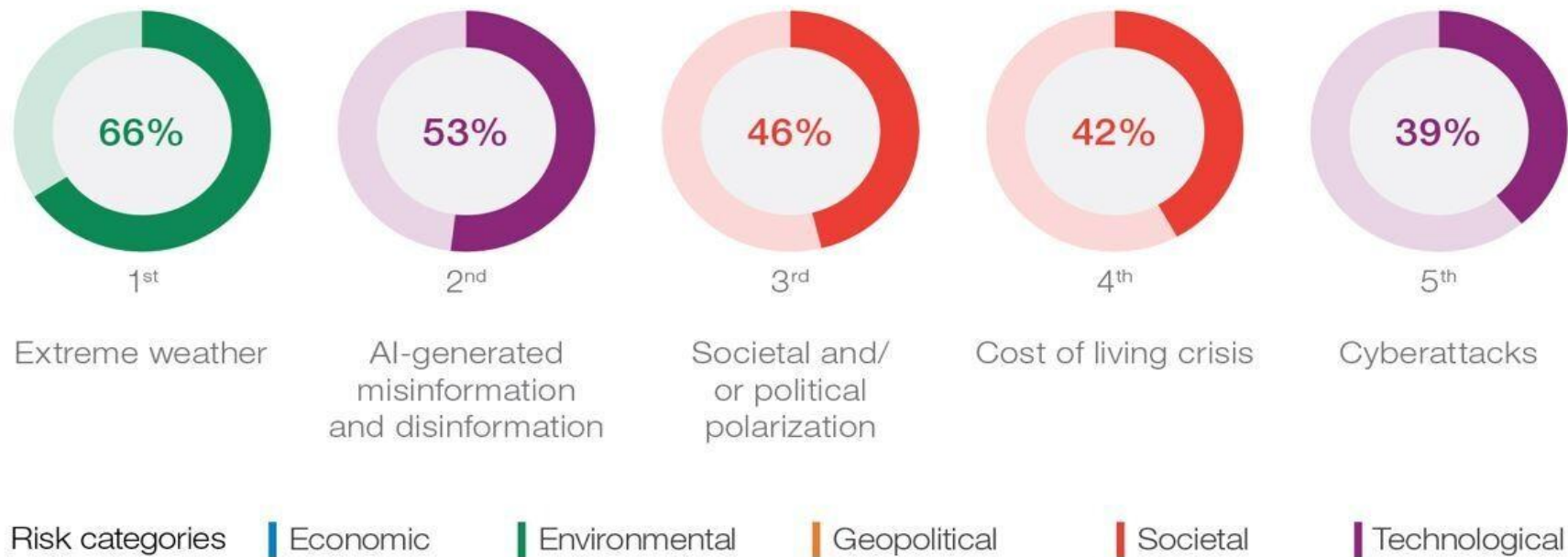


[Download PDF](#) [Cite](#) [Share](#) [Set Alert](#) [Get Rights](#) [Reprints](#)

[Previous article](#) [Next article](#)

# Current risk landscape

"Please select up to five risks that you believe are most likely to present a material crisis on a global scale in 2024."



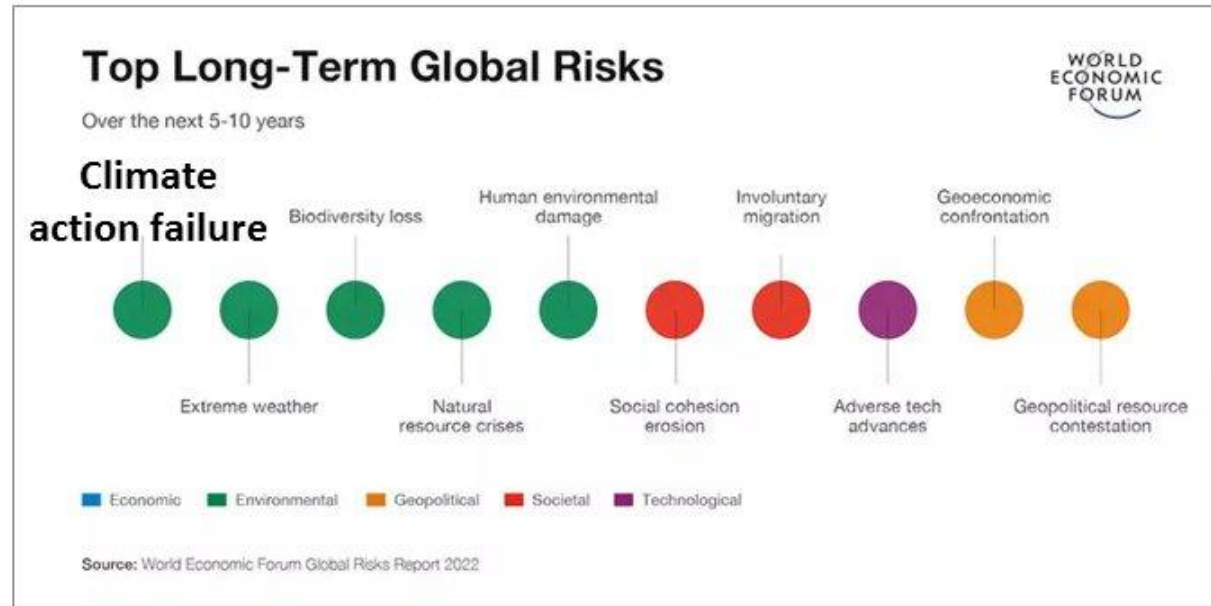
**Source:** World Economic Forum Global Risks Perception Survey 2023-2024.

January 2022

# The Global Risks Report 2022 17th Edition



**CLIMATE ACTION FAILURE** is the top global risk to the world over the next 5-10 years failure, and it is also **THE MOST SEVERE RISK**



### Top 10 Global Risks by Severity

Over the next 10 years

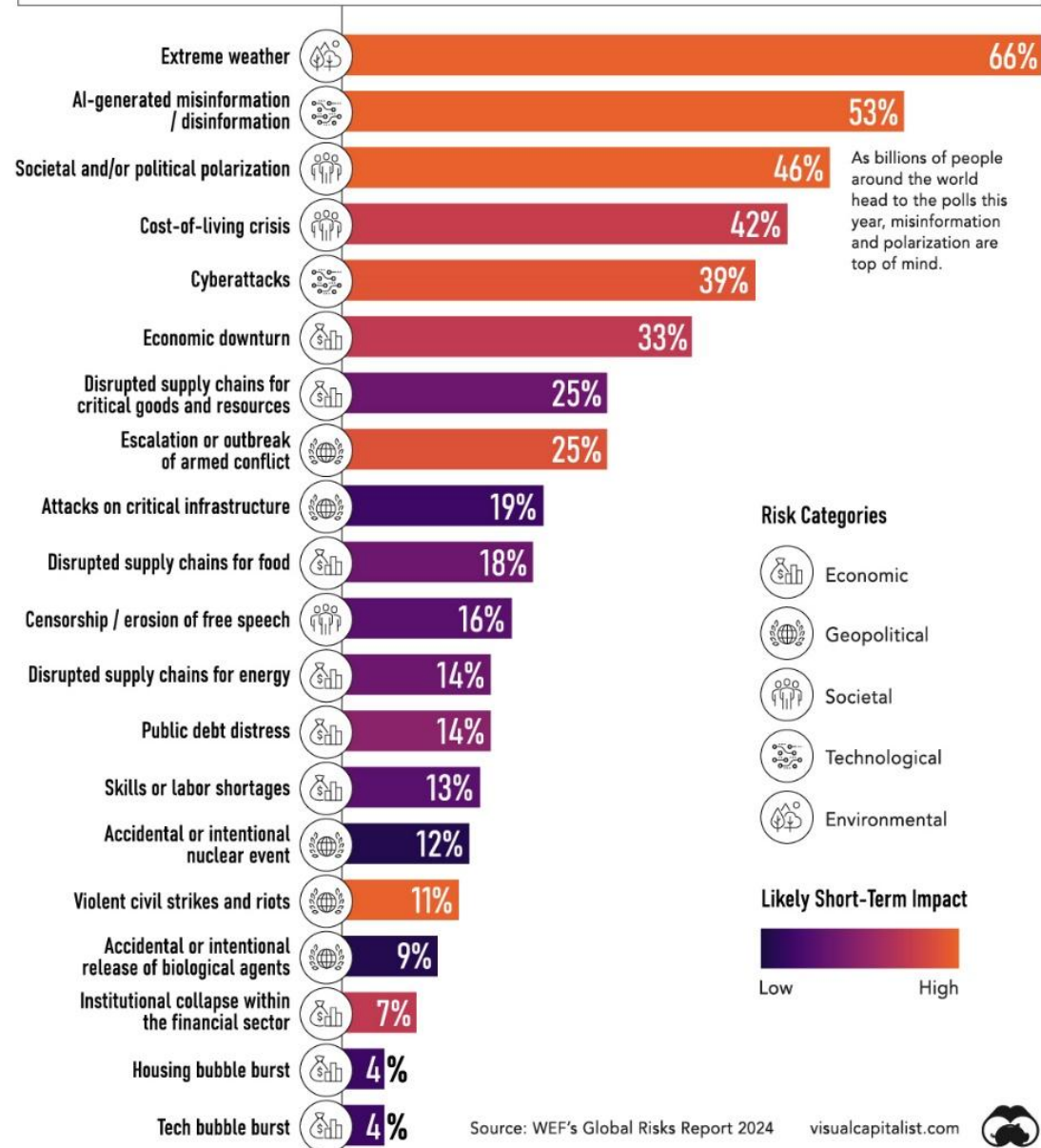


Peter Carter, Climate Emergency Institute

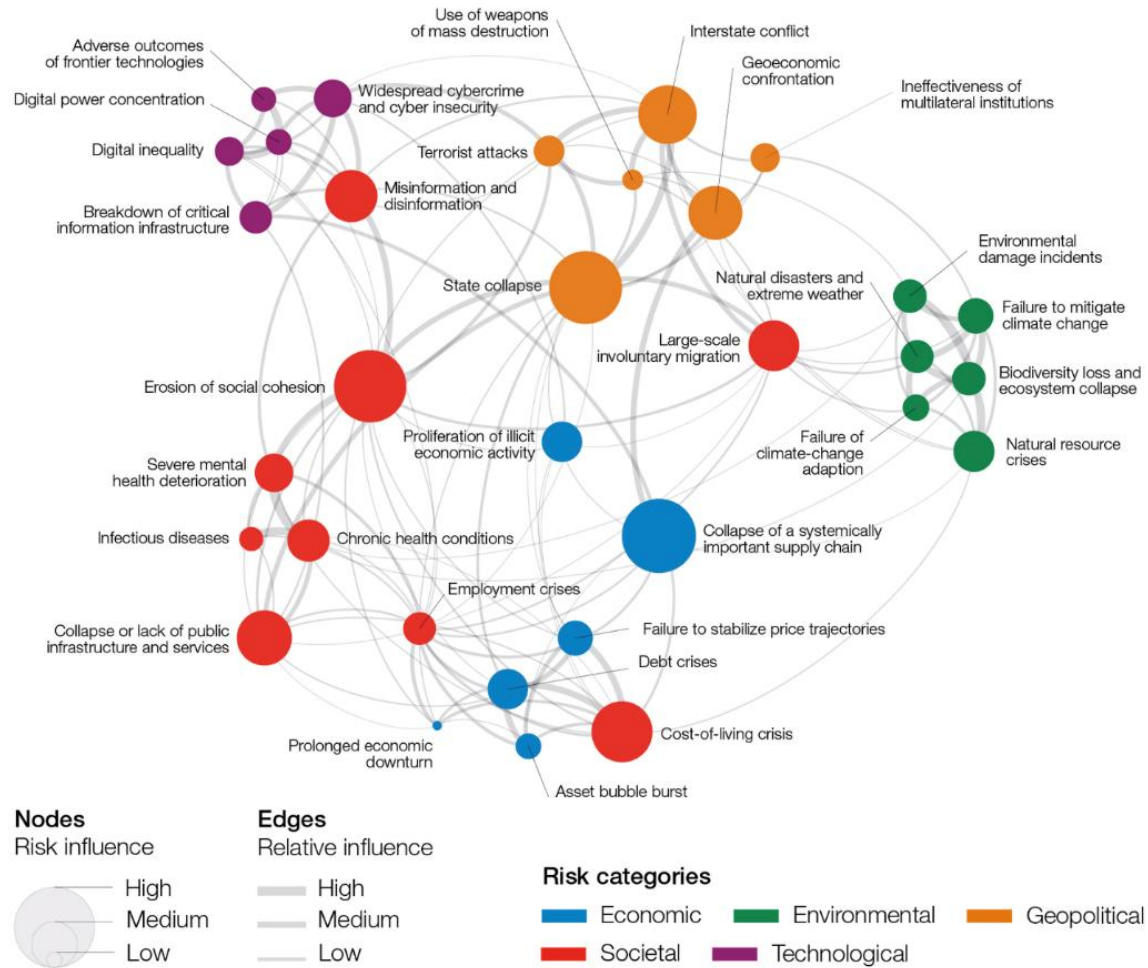
# THE TOP GLOBAL RISKS IN 2024

The World Economic Forum surveyed 1,490 leaders on the top global risks in 2024 and their potential scale of impact.

Q Please select up to five risks that you believe are most likely to present a material crisis on a global scale in 2024.



# Global risks landscape: an interconnections map



Source: World Economic Forum, Global Risks Perception Survey 2022-2023



# Top 10 risks

"Please estimate the likely impact (severity) of the following risks over a 2-year and 10-year period."

## 2 years



## 10 years

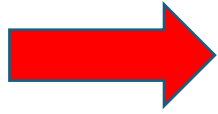


Risk categories | Economic | Environmental | Geopolitical | Societal | Technological

Source: World Economic Forum Global Risks Perception Survey 2023-2024.

## These are the most urgent health challenges to tackle in 2020

Based on a list of urgent global health challenges created by WHO. 2020



1. Elevating health in the climate debate

2. Delivering health in conflict and crisis

3. Making healthcare fairer

4. Expanding access to medicines



5. Stopping infectious diseases



6. Preparing for epidemics

7. Protecting people from dangerous products

8. Investing in the people who defend our health

9. Keeping adolescents safe

10. Earning public trust

Source: World Health Organization



# Are we Effectively Preparing Healthcare Leaders for Crisis?



A new core competency for healthcare administrators: Discussing the need for emergency and disaster management education in the graduate healthcare administration curriculum. Hertelendy et al. 2021

Table 1. CAHME Accredited Programs

Degree	Number of Programs	Programs with EDM Elective
MHA	67	13 (19.4%)
MS, MSHA	16	1 (6.3%)
MBA	13	2 (15.4%)
MPH	5	1 (20.0%)
MPA	2	1 (50.0%)
Total	103	18 (17.5%)



# Healthcare Administration Students Identify the Need for Training

- In our survey of 43 healthcare admin students currently employed by a hospital 38.9% reported workplace-provided emergency preparedness training.
- Nearly all, **96.3%**, believed that their education should address EDM.

# Emergency and Disaster Management Needs to Be Taught as a Core Competency

- Increasing number and range of crisis events, disaster and emergency has become a growing responsibility of healthcare administration
- Among CAHME accredited graduate healthcare administration programs only **one** university requires a course in emergency and disaster management.



# What about MBA programs?

The International Journal of Management Education 19 (2021) 100534



Teaching Resource

## Crisis leadership: The new imperative for MBA curricula

Attila J. Hertelendy<sup>a,b,\*</sup>, Eric McNulty<sup>c</sup>, Cheryl Mitchell<sup>d</sup>, Jennifer Gutberg<sup>e</sup>,  
Walfried Lassar<sup>f</sup>, Polina Durneva<sup>g</sup>, Devin Rapp<sup>h</sup>

<sup>a</sup> Department of Information Systems and Business Analytics, College of Business, Florida International University, Miami, FL, USA  
<sup>b</sup> Department of Emergency Medicine, Beth Israel Deaconess Medical Center, Boston, MA, USA  
<sup>c</sup> National Preparedness Leadership Initiative, Harvard Kennedy School of Government, Boston, MA, USA  
<sup>d</sup> Faculty of MBA Academic Director, Gustafson School of Business, University of Victoria, Victoria, British Columbia, Canada  
<sup>e</sup> Institute of Health Policy, Management and Evaluation, University of Toronto, Toronto, Ontario, Canada  
<sup>f</sup> Department of Marketing, College of Business, Florida International University, Miami, FL, USA  
<sup>g</sup> Department of Management, David Eccles School of Business, University of Utah, Salt Lake City, UT, USA

### ARTICLE INFO

**Keywords:**  
Crisis leadership  
COVID-19  
Crisis competencies  
Crisis management  
MBA Programs

### ABSTRACT

Given the increasing frequency of and high risk inherent in crises, Masters of Business Administration (MBA) should include crisis leadership as part of their core program offerings. This study aims to explore if leadership courses are taught as either a core or elective course in Advance Collegiate Schools of Business (AACSB) accredited MBA programs, and if any of these programs teach crisis leadership courses specifically. Based on a web-based search of AACSB schools offering MBA programs, crisis leadership is minimally represented across MBA programs, with 3.2% of business schools examined including a crisis leadership course as part of their curricula. Leadership courses are more commonly included as part of MBA programs' curricula, with 64.8% of business schools offering these courses. These leadership courses could set a foundation for MBA programs to begin embedding crisis leadership content specifically into their core curricula.

### 1. Introduction

The COVID-19 crisis has brought to light the underlying faults and failures in many societal systems that had up until the pandemic been taken for granted. One critical assumption that has been rapidly overturned since the start of the pandemic is that organizational leaders are, and will be, prepared to navigate and manage a crisis. Across large-scale institutions and organizations, the crisis response by leaders in North America in particular has been sub-optimal, if not entirely absent (Kristoff, 2020; The Editors, 2020). This pandemic has revealed substantive deficiencies in leadership. While many solutions need to be considered to assure that leaders are better prepared to deal with inevitable future crises, effective crisis leadership stems from a strong foundation in the form of crisis leadership education. To this end, this paper proposes that business schools, and Masters of Business Administration (MBA) programs in particular, have an essential role in preparing current and future leaders for the unique challenges of leading and managing through a crisis. Moreover, it is proposed that crisis leadership education is needed prior to the crisis. This manuscript explores the role of MBA programs as the potential vehicle to build crisis leadership competencies as part of the core curriculum.

The need for crisis leadership has been steadily increasing as scholars and practitioners alike contend with a *volatile, uncertain,*

\* Corresponding author. Florida International University, College of Business, Department of Information Systems and Business Analytics, Miami, FL, United States.  
E-mail address: [ahertele@fiu.edu](mailto:ahertele@fiu.edu) (A.J. Hertelendy).

<https://doi.org/10.1016/j.ijme.2021.100534>

Received 19 April 2021; Received in revised form 6 June 2021; Accepted 17 June 2021

Available online 30 June 2021

1472-8117/© 2021 Elsevier Ltd. All rights reserved.

## Crisis leadership courses



## No crisis leadership courses



# Changing our Approach to Crisis – Why?

- We need to stop applying 20<sup>th</sup> century solutions to 21<sup>st</sup> century problems (Hertelendy, et al. 2021).



# We are in a “Permacrisis”

“The European Region is in a  
“Permacrisis” that stretches  
well beyond the pandemic,  
climate change and war”

- Dr Hans Henri P. Kluge,  
WHO Regional Director for  
Europe



# So Why is this Important?

- Healthcare providers are experiencing burnout
- Workforce shortages
- Lack of institutional memory
- Disaster fatigue



# New Realities Requiring us to Pivot Quickly



Crisis since 2020 require the ability to:

Concurrently lead through multiple emergencies occurring at the same time, while The public expects the health care system to provide the same level of service and quality.



## POLICY ANALYSIS

### Mitigating the Twin Threats of Climate-Driven Atlantic Hurricanes and COVID-19 Transmission

James M. Shultz, PhD, MS ; James P. Kossin, PhD; Attila Hertelendy, PhD; Fredrick Burkle, Jr., MD, MPH, DTM, FAAP, FACEP ; Craig Fugate, LLC; Ronald Sherman, MS; Johnna Bakalar, MPH; Kim Berg, MD; Alessandra Maggioni, BPH; Zelde Espinel, MD, MA, MPH; Duane E. Sands, MD, FACS; Regina C. LaRocque, MD, MPH; Renee N. Salas, MD, MPH, MS; Sandro Galea, MD, DrPH

## ABSTRACT

The co-occurrence of the 2020 Atlantic hurricane season and the ongoing coronavirus disease 2019 (COVID-19) pandemic creates complex dilemmas for protecting populations from these intersecting threats. Climate change is likely contributing to stronger, wetter, slower-moving, and more dangerous hurricanes. Climate-driven hazards underscore the imperative for timely warning, evacuation, and sheltering of storm-threatened populations – proven life-saving protective measures that gather evacuees together inside durable, enclosed spaces when a hurricane approaches. Meanwhile, the rapid acquisition of scientific knowledge regarding how COVID-19 spreads has guided mass anti-contagion strategies, including lockdowns, sheltering at home, physical distancing, donning personal protective equipment, conscientious handwashing, and hygiene practices. These life-saving strategies, credited with preventing millions of COVID-19 cases, separate and move people apart. Enforcement coupled with fear of contracting COVID-19 have motivated high levels of adherence to these stringent regulations. How will populations react when warned to shelter from an oncoming Atlantic hurricane while COVID-19 is actively circulating in the community? Emergency managers, health care providers, and public health preparedness professionals must create viable solutions to confront these potential scenarios: elevated rates of hurricane-related injury and mortality among persons who refuse to evacuate due to fear of COVID-19, and the resurgence of COVID-19 cases among hurricane evacuees who shelter together.

**Key Words:** climate change, climate drivers, COVID-19, evacuation, hurricane, mitigation, pandemic, sheltering

## INTRODUCTION

In 2020, the converging threats of climate-driven hurricanes and active coronavirus disease 2019 (COVID-19) transmission vastly complicate the process of preparing coastal and island-based populations for seasonal hurricane risks. Response is impeded by fundamental incompatibilities between the most effective population protection strategies for each of these hazards. The proven pillars of hurricane mitigation – evacuation and sheltering – bring people together, transporting them in groups and shielding them inside fortified structures.<sup>1-3</sup> Strategies introduced to slow the spread of COVID-19 – physical distancing, quarantine, self-isolation, and conscientious hygiene – intentionally keep people apart.<sup>4-10</sup> In search of workable solutions for protecting populations, despite conflicting approaches, we examine (1) how climate change may be making Atlantic hurricanes more dangerous; (2) how COVID-19's ease of transmissibility complicates

hurricane preparedness; (3) how evacuation and sheltering procedures may spread COVID-19; and (4) how communities can creatively manage concurrent hurricane and pandemic threats in 2020, when there is no COVID-19 vaccine.

### Climate Change Is Likely Making Atlantic Hurricanes More Hazardous to Population Health

There is mounting evidence that climate change is making hurricanes more hazardous while rendering island and coastal communities more vulnerable.<sup>11,12</sup> Recent hurricane seasons have showcased how climate change is likely contributing to stronger, wetter, and slower-moving Atlantic storms as they come onshore over populated areas.<sup>13-20</sup> Hurricane Dorian's devastation of the northwest Bahamas in 2019 provides a compelling example of this trifecta of storm characteristics.<sup>21,22</sup> Now, in 2020, climate scientists

# Hurricanes and Cyber Attacks



COMMENT | [VOLUME 37, 100842, SEPTEMBER 2024](#)



PDF [155 KB]



Save



Share



Reprints



Request

## Hospital preparedness for one of the worst predicted hurricane seasons on record – why this time is different

[Attila J. Hertelendy](#) • [Craig Fugate](#) • [Gregory R. Ciottone](#)

[Open Access](#) • Published: July 16, 2024 • DOI: <https://doi.org/10.1016/j.lana.2024.100842> • Check for updates

### Contributors

### Declaration of interests

### Acknowledgements

### References

### Article info

Cyclonic storms are natural disasters that can be predicted to occur seasonally in certain parts of the world. Along with Caribbean islands, it is likely that the eastern and southern coastlines of the United States will experience the impact of at least one significant storm each year during hurricane season. The 2024 Atlantic Hurricane season begins June 1 through November 30. Forecasters at the National Oceanic Atmospheric Administration (NOAA) predict an 85% chance of an above normal hurricane season in the Atlantic Basin.<sup>1</sup> The agency predicts 17–24 named storms the highest in any preseason forecast on record. Of these 4–7 are expected to be major hurricanes category (3,4, or 5 with winds of 111 mph or greater).<sup>1</sup> Hurricane Beryl is the first of the 2024 Atlantic season, which was unusually early in the year. It strengthened to a Category 5 storm that made landfall in Jamaica, St. Vincent and the Grenadines, Barbados and Mexico, killing at least 11 people throughout the Caribbean.<sup>2,3</sup> Human caused climate change is resulting in global warming of oceans and in the Atlantic basin, melting of ice on land, glaciers in northern Canada and Greenland are leading to sea level rise which significantly impacts the risk of storm surge.<sup>1</sup>



# Defining the Need for Integrated Teams Across Professions

- Collaboration does not automatically occur but rather must be constructed, learned and importantly once established protected.
- Cannot be successfully forced on the participants or achieved in a short period (Wilson et al. 2011).



# Consequences of Cooperation Failures

- The Cross Disciplinary understanding of what and how public health crisis translate into operational cooperation before, during, and after an event is paramount.



# What is your C-Suite's Role in a Crisis?

- The Chief Executive Officer sets the example for the rest of the team.
  - If they engage during exercises and training in the hospital's disaster plan, most will follow.
  - Ask this question of your senior management team, Do they know their role in your hospital's disaster plan?



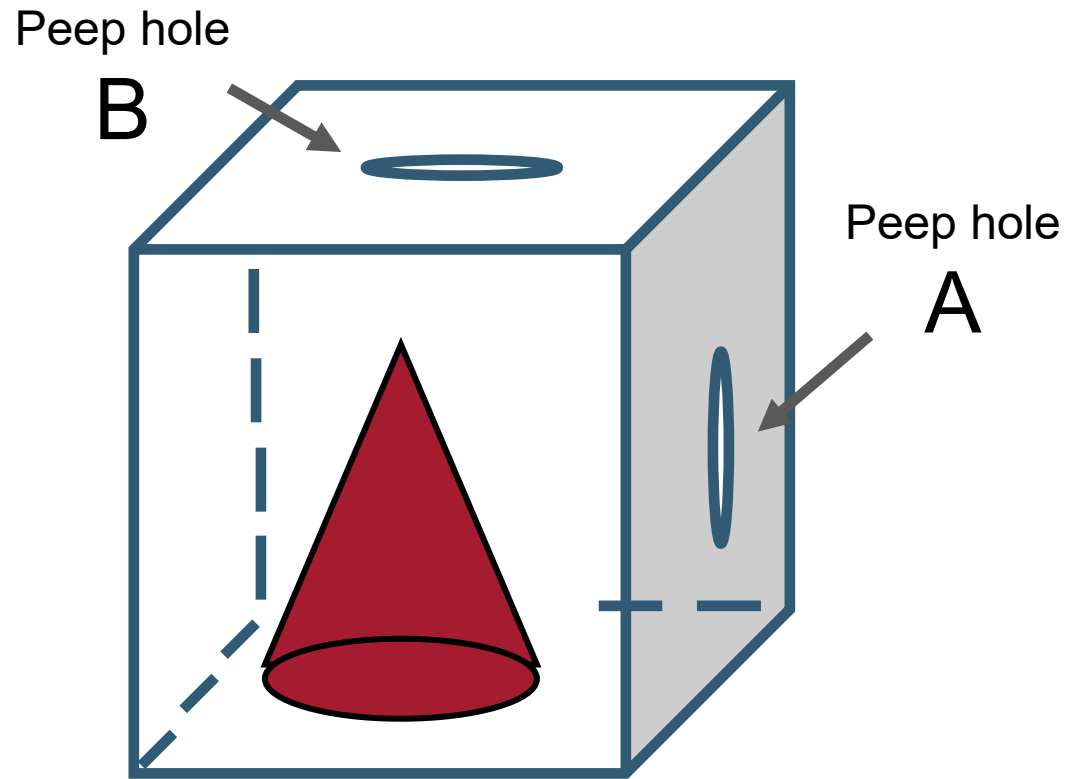
# In a Crisis: Unity of Effort and Speed of Execution



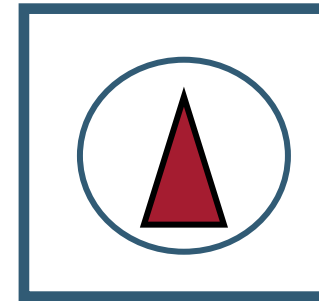
# Scope of the Situation



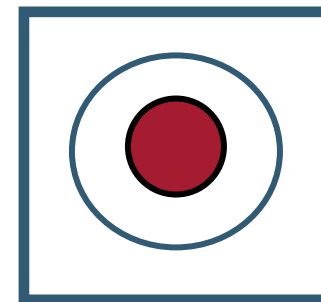
# Situational Insight: The Paradox Of The Cube



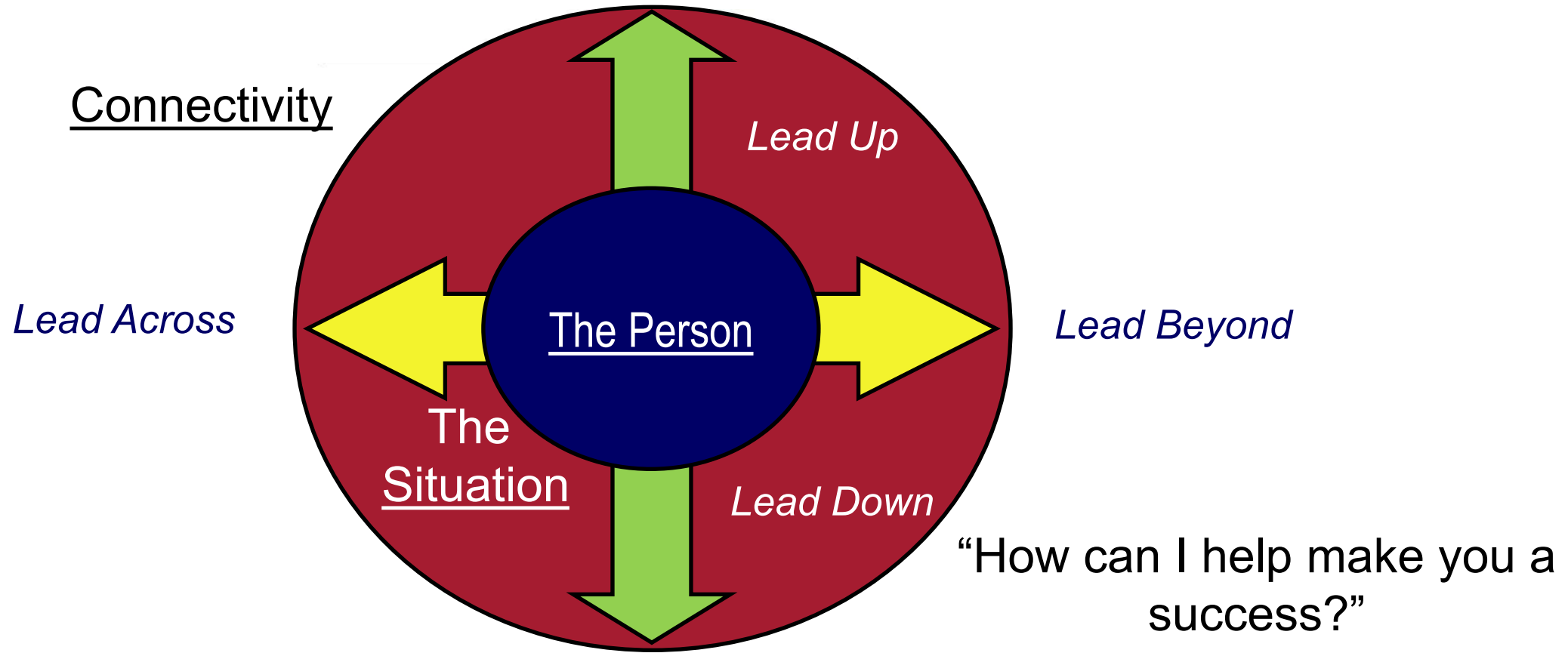
Peep hole A



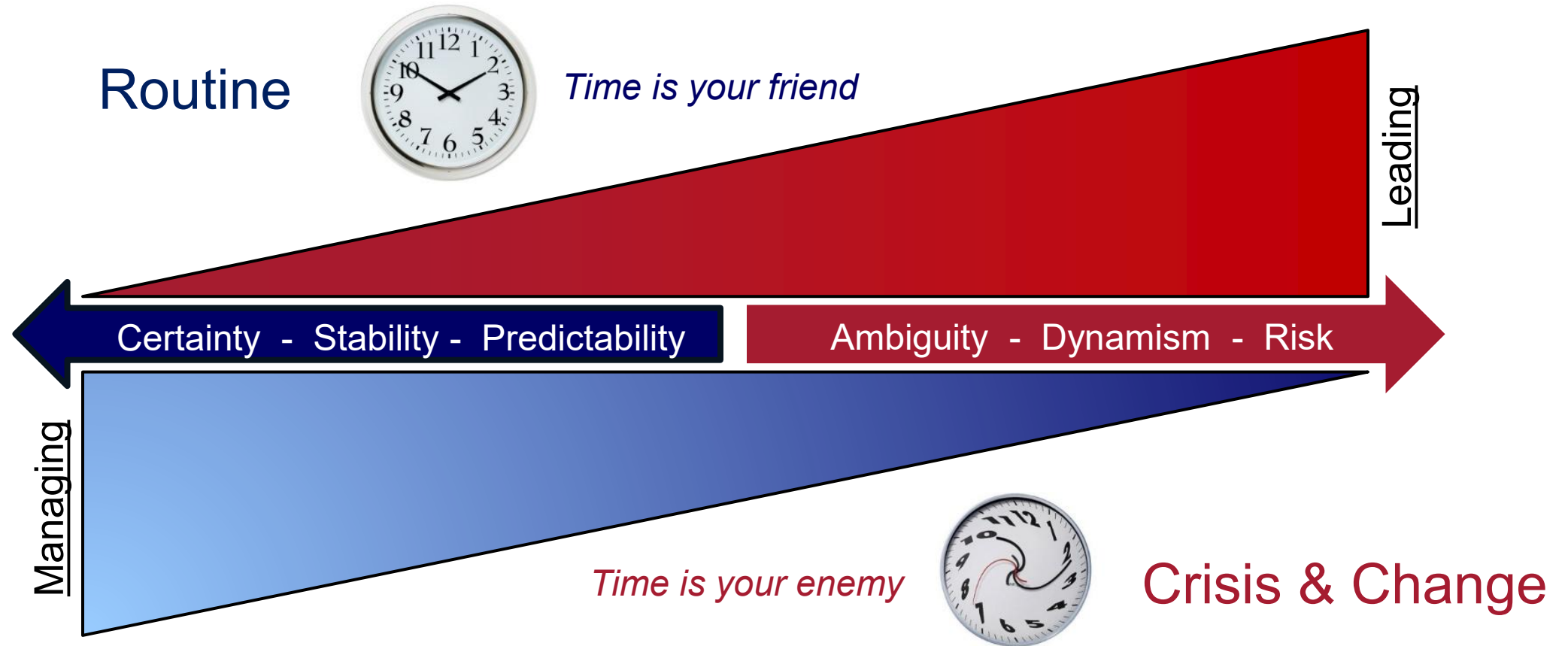
Peep hole B



# The Thinking and Practice of Meta-Leadership



# The Leading-Managing Continuum





# Crisis Management vs. Crisis Leadership

- Crises are complex and evolve over time
- Requires executives to both lead and manage effectively
- Addressing the urgent needs of the present is MANAGING
- Requires immediate choices, allocation of resources, rapid and decisive action

# Crisis Leadership

- By contrast, LEADING involves:
  - Bringing people into an uncertain future with hope and confidence
  - Guiding the organization to the best possible outcome over arcs of time
  - Anticipating what is likely to come next (and next and next), and readying to meet it
  - Shifting from transactions to transformation

# What Research Tells Us



- Observation over two decades of executives in high-stakes and high-pressure situations
- Crisis are most often **OVER-MANAGED** and **UNDER-LED**.

# **Emergency Management**

## Why Emergency Management?

- Organizations build systems to manage emergencies around existing Department's and Functions
- Disasters exceed the capabilities of these systems and the ability to manage these events.
- Hospital Departments and External Players (Suppliers) that normally don't work together in emergencies often must work together to solve problems in disasters

# Pitfalls of Hospital Emergency Management

- Treat the emergency management program as a compliance requirement
- Plan for what you can respond to and exercise to success
- Think your emergency response system can scale up from emergency response to disasters
- Plan for impacts to your facilities, but don't plan your staff, suppliers, and the community



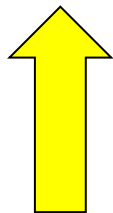
# What is the Future Goal? Prevent an Outbreak From Becoming a Pandemic

- **Early Detection**
- **Containment**
- Verification
- Alert
- Response
  - NPIs
  - Hospital Capacity
- Eradication
  - Vaccines, Therapeutics



# Future Pre-Pandemic Actions: The World Needs To Do Better!

- Prevention
  - Decreasing the likelihood of an outbreak occurrence: PUBLIC EDUCATION, PERSONAL HYGEINE
- Mitigation
  - Decreasing the extent of spread in the event of an outbreak: CONTAINMENT, QUARANTINE, MASKS
- Hospital Preparedness
  - Developing resources, expertise and operational plans for the response to an outbreak: SUPPLY CHAIN, STOCKPILING PPE, ALTERNATE CARE SITES, and.....FINANCIAL CONTINGENCY PLANNING TRAINING, TRAINING and MORE TRAINING!



# WE ARE NOT PREPARED FOR THE NEXT ONE





Public Health

Volume 225, December 2023, Pages 251-253



Guest Editorial

## We are not prepared for the next pandemic: why learning from the COVID-19 pandemic is vital

A.J. Hertelendy  , [L. Easthope](#), [G. FitzGerald](#), [A.C.K. Lee](#)

[Show more](#) 

 Add to Mendeley  Share  Cite

<https://doi.org/10.1016/j.puhe.2023.10.041> 

[Get rights and content](#) 

Access through your organization

# Emerging Threats



## Bird Flu Is Raising Red Flags Among Health Officials

H5N1 is a dynamic virus that poses an increasing threat in terms of spillover and pandemic potential.

Published **January 14, 2025**

By Public Health On Call

[HEALTH SECURITY](#) | [INFECTIOUS](#)

[DISEASES](#) | [MEDICINE](#)



### RELATED CONTENT



[Launching a Vaccine Trial During an Ebola Outbreak](#)



# H5N1 – Bird Flu



CDC Newsroom

EXPLORE TOPICS

SEARCH

[ESPAÑOL](#)

## CDC Confirms First Severe Case of H5N1 Bird Flu in the United States

STATEMENT

For immediate release: December 18, 2024

CDC Media Relations  
(404) 639-3286  
<https://www.cdc.gov/media/>

**December 18, 2024--** A patient has been hospitalized with a severe case of avian influenza A(H5N1) virus ("H5N1 bird flu") infection in Louisiana. This marks the first instance of severe illness linked to the virus in the United States. The case was confirmed by the Centers for Disease Control and Prevention (CDC) on Friday, December 13. Since April 2024, there have been a total of 61 reported human cases of H5 bird flu reported in the United States.

Partial viral genome data of the H5N1 avian influenza virus that infected the patient in Louisiana indicates that the virus belongs to the D1.1 genotype related to other D1.1 viruses recently detected in wild birds and poultry in the United States and in recent human cases in British Columbia, Canada, and Washington state. This H5N1 bird flu genotype is different than the B3.13 genotype detected in dairy cows, sporadic human cases in multiple states, and some poultry outbreaks in the United States. Additional genomic sequencing and efforts to isolate virus from clinical specimens from the patient in Louisiana are underway at CDC.

RELATED PAGES

Articles

U.S. Government Releases First National One Health Plan to Protect...

First H5 Bird Flu Death Reported in United States

CDC warns of a *Salmonella* outbreak linked to cucumbers

CDC warns of *Listeria* linked to ready-to-eat meat and poultry products

VIEW ALL

CDC Newsroom



DEPARTMENTS | FACULTY | TOPICS

ACADEMICS | RESEARCH | PRACTICE | HEADLINES | ABOUT | APPLY

## Bird Flu Is Raising Red Flags Among Health Officials

H5N1 is a dynamic virus that poses an increasing threat in terms of spillover and pandemic potential.

Published **January 14, 2025**  
By Public Health On Call

[HEALTH SECURITY](#) | [INFECTIOUS DISEASES](#) | [MEDICINE](#)



RELATED CONTENT



Launching a Vaccine Trial During an Ebola Outbreak



# Think about the BIG PICTURE

- The recent shutdown of Heathrow Airport due to an electrical substation fire has raised concerns about the U.K.'s ability to withstand disasters or attacks on critical infrastructure<sup>1</sup>. Experts question why better contingency planning was not in place at the world's 5<sup>th</sup> largest airport.



World ▾ Business ▾ Markets ▾ Sustainability ▾ Legal ▾ Breakingviews ▾ Technology ▾ Investigations

## Heathrow Airport orders probe into shutdown as travellers endure days of disruption

By Andy Bruce and Suban Abdulla

March 22, 2025 5:04 PM EDT · Updated 20 hours ago



EUROPE NEWS

## Heathrow shutdown is a 'dramatic learning curve' in airport crisis management, expert says

PUBLISHED FRI, MAR 21 2025 11:25 AM EDT | UPDATED FRI, MAR 21 2025 2:26 PM EDT

Lucy Handley  
@LUCY-HANDLEY-8280A51A/  
@LUCYHANDLEY

SHARE f X in

# What FEMA – Reorg Means for your Hospital

- **Top 3 Changes**
- House floor vote → Senate → President
- **1. FEMA becomes an independent, cabinet-level agency (no longer under DHS).**
- **2. Disaster survivors get one unified application and faster funding (120-day deadline).**
- **3. Sliding federal cost-share (65–85%) to reward mitigation and preparedness.**
- Key Provisions- FEMA independence: cabinet-level agency with its own Inspector General, no longer under DHS.- Public Assistance grants: upfront, engineer-certified, replacing long reimbursement process.- Sliding cost-share: 65–85%, tied to community mitigation and preparedness.- Permanent home repair authority, beyond temporary housing aid.- Single unified disaster assistance application for survivors.- 120-day obligation deadline for FEMA to move funds.- Expanded contracting authority: FEMA can approve larger contracts without DHS.- Recovery Task Force to close out long-pending disaster declarations.- Increased transparency: centralized public website tracking disaster spending.- Prohibits political bias in aid distribution.- Permitting and procurement aligned with other federal grant processes.- Codifies simplified debris removal and publishes best practices.- Restructured pre-disaster mitigation: formula-based grants (40% equal, 20% risk, 20% population/income).- Preapproved mitigation plans for faster implementation.- Flexibility for building code updates and resilience retrofit pilots.
- **Why It Matters- Cuts red tape and accelerates recovery.- Empowers states and locals in decision-making.- Rewards proactive investment in mitigation.- Provides permanent housing solutions.- Holds FEMA accountable to outcomes rather than paperwork.- Enhances fairness, transparency, and non-partisans**
- **Insurance RISK to Hospitals SIGNIFICANT!**

# Self-Reflection: The Nightmare Scenario Would Threaten Us As A Species

- A Novel Virus with:
  - $R_0$  of Measles or Mumps
  - Low  $k$  factor like Covid
  - CFR of Ebola or Rabies



**WE MUST GET IT RIGHT NEXT TIME!**

# Questions?

- [ahertele@bidmc.harvard.edu](mailto:ahertele@bidmc.harvard.edu)
- @drhertelendy



Please fill out the evaluation





# Dr. Attila J. Hertelendy

- Dr. Hertelendy has over 30 years of leadership experience in emergency and disaster management including the development, implementation and evaluation of public health emergency plans. He has worked as a hospital administrator and executive in Saudi Arabia, UAE, Canada and the USA with responsibilities that included the oversight of emergency and disaster management for the Saudi Arabian National Guard Hospitals and the American Hospital in Dubai. Dr. Hertelendy's consultations have involved pandemic planning and response efforts related to H5N1, SARS, MERS and COVID 19 and Crisis Leadership training and development for executives.
- Dr. Hertelendy is the Director of Research and a faculty member at Beth Israel Deaconess Medical Center, Department of Emergency Medicine, Harvard Medical School.
- Dr. Hertelendy is also an award-winning business professor at Florida International University in Miami, Florida in the department of Information Systems and Business Analytics where he teaches Management of Healthcare Operations, Healthcare Finance and Reimbursement and Organizational Behavior & Leadership in the Executive MBA Program. Dr. Hertelendy is also an adjunct Professor at Georgetown University where he teaches Public Health and Disaster Management in the international Executive Master's in Emergency Management program.
- Dr. Hertelendy is the author of over 140 published articles, in prestigious journals such as *Harvard Business Review*, *JAMA*, *The Lancet*, *The Lancet Planetary Health*, as well as the *Journal of Healthcare Management*, numerous book chapters. He is the Deputy Editor for the *Journal of Emergency Management*, Co-Editor in Chief for *International Journal of Emergency Services*, Deputy Editor for *Disaster Medicine and Public Health Preparedness* and is on the editorial board for the *Journal of Climate Change and Health*
- He is a frequent international keynote speaker on leadership, crisis and emergency management, global health security and climate change. He has developed and validated over 100 plans, conducted and evaluated numerous disaster exercises, and facilitated over 150 seminars and workshops ranging in topics from leadership, crisis management, incident command training and business continuity planning worldwide for over 50 clients in healthcare. Dr. Hertelendy is the Founder and CEO of Great White Emergency Management Solutions a management consulting company focused on providing strategic and innovative solutions to complex problems in enterprise risk management, healthcare, emergency and disaster management and business continuity planning.
- Email: [ahertele@bidmc.harvard.edu](mailto:ahertele@bidmc.harvard.edu) Phone: 561-818-4862

# References

- Hertelendy, A. J., Maggin, J., & Ciottone, G. R. (2025). Health-care system adaptability during wildfire disasters: crucial insights from LA County. *The Lancet*.
- Hertelendy, A. J., Howard, C., Sorensen, C., Ranse, J., Eboreime, E., Henderson, S., ... & Ciottone, G. (2024). Seasons of smoke and fire: preparing health systems for improved performance before, during, and after wildfires. *The Lancet Planetary Health*, 8(8), e588-e602.
- Hertelendy, A. J., & Ciottone, G. R. (2024). Averting flood-related deaths and injuries from hurricanes: enhancing hospital resilience. *The Lancet Regional Health–Americas*, 40.
- Hertelendy, A. J., Fugate, C., & Ciottone, G. R. (2024). Hospital preparedness for one of the worst predicted hurricane seasons on record—why this time is different. *The Lancet Regional Health–Americas*, 37.
- Hertelendy, A. J., & Ciottone, G. (2024). Strengthening hurricane preparedness in hospital systems. *JAMA*.
- Hertelendy AJ, Burkle F, Greenia E, Goniewicz K, Ciottone GR, Donahue DA. (2021). A new core competency for healthcare administrators: Discussing the need for emergency and disaster management education in the graduate healthcare administration curriculum. *Journal of Health Administration Education*. Vol 38 (3). Pp 709-726.
- McNulty, E., Hertelendy, A.J., Gogalniceanu, P., Managing a Distributed Team Through National Disasters and Other Crisis. *Harvard Business Review*, Nov 3, 2021
- Hart A, Hertelendy A, Ciottone GR. Why Every US Hospital Needs a Disaster Trained Physician. *Disaster Med Public Health Prep*. 2020;1-4. doi:10.1017/dmp.2020.302
- Ciottone GR, Editor-in-Chief, *Ciottone's Disaster Medicine* 2nd edition, Elsevier, Philadelphia 2016.
- NIMS Implementation for Healthcare Organizations Guidance January 2015, ASPR , Hospital Preparedness Program