



# Co-created responses to crisis situations



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Episode 2 of the Webinar Series  
Health Management in action:  
Fostering health systems' resilience

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This webinar is co-funded by the EU4Health Programme of the European Union. Views and opinions are of the speakers only.



# George Valiotis

EHMA Executive Director



# About EHMA

**OUR VISION** is excellent health management for a healthy Europe.

**OUR MISSION** is to support the spread of knowledge on effective health management.

**OUR VALUES** are excellence, quality, inclusiveness, relevance, and respect.



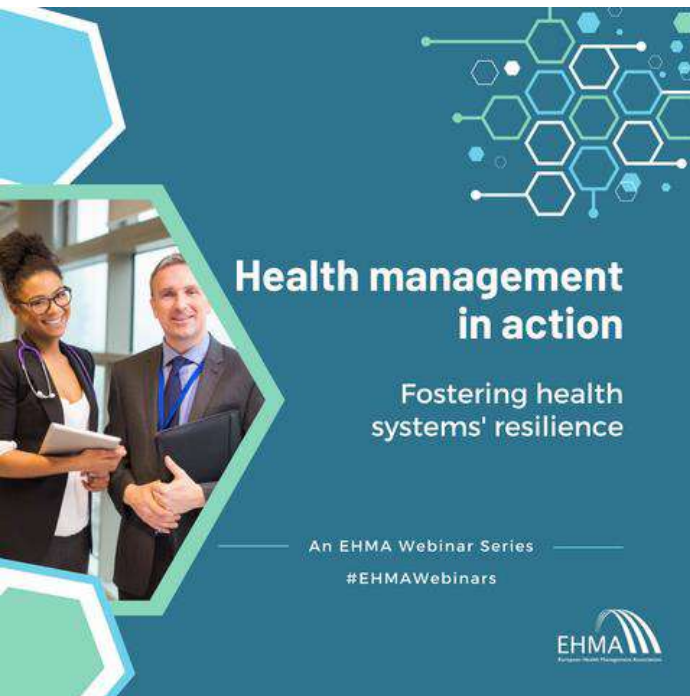


- We are the **only membership organisation in Europe** to bring together the full health management ecosystem.
- We are a recognised and respected **amplifier of best practices** in the evolution of health management.
- We provide an environment where **evidence, challenge and experience are valued**, and complex debates on current topics can take place.



## About this webinar series

Our webinar series, 'Health Management in action: fostering health systems' resilience', discusses **health management topics** that are crucial **to improve health systems preparedness and response**.




The graphic features a dark teal background with a network of hexagons and lines in light blue and green. On the left, a photograph shows a woman in a black blazer and glasses holding a tablet, and a man in a suit holding a laptop. The text is white and centered on the right side of the graphic.

**Health management  
in action**

Fostering health  
systems' resilience

An EHMA Webinar Series

#EHMAWebinars



EHMA  
European Health Management Association

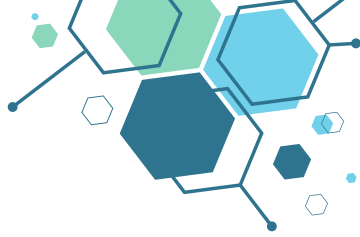


# Practical information

1. All participant **microphones should remain muted** to keep the audio clear
2. If you have any questions, you can **type them in the chat box**. We will answer them during the Q&A.
3. This webinar is being recorded. **The recording, materials and a summary report will be made available** on the EHMA website - [www.ehma.org](http://www.ehma.org)
4. **We are live-tweeting**. Join us tagging us at [@EHMAinfo](https://twitter.com/EHMAinfo) and using the hashtag [#EHMAwebinars](https://twitter.com/EHMAinfo)



# Agenda



- **12.45- 12.55 (10 minutes):** Welcome and introduction
  - **12.55 - 13.15 (20 minutes):** Presentation by Mr. Nabil Jamshed
  - **13.15 - 13.30 (15 minutes):** Q & A
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- **13.30 - 14.00 (30 minutes):** Informal networking session



# Our speaker

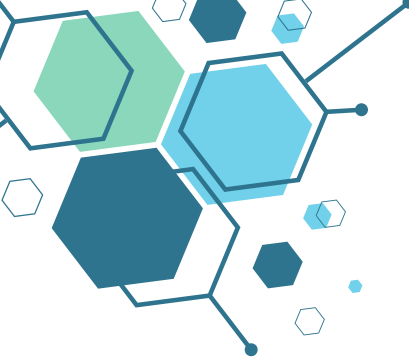


## Mr Nabil Jamshed

Head of Corporate Governance,  
Guy's and St Thomas' NHS  
Foundation Trust, United Kingdom







# The governance angle



- Leadership
- Risk Management
- Reputation Management
- Stakeholders
- Shareholder confidence
- Support to staff
- Regulatory requirement
- Resilience
- Use of resources





# Crisis starts with a 'C

## what are the 3 C's in crisis?

You will be assigned to a breakout room. In next 5 minutes discuss in your group and get ready to feedback in the main room. You can also type your thoughts in the chat box



# **C – Communicate, Communicate, Communicate**

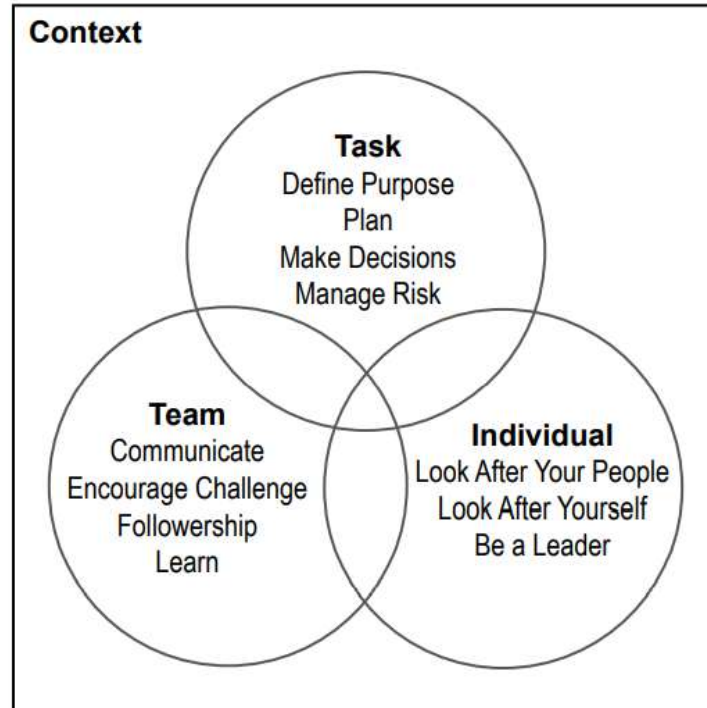
## **C – Command**

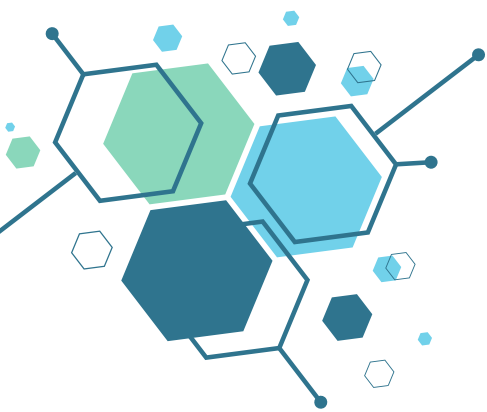
## **C – Control**





# Have a Framework





# Modelling of a crisis management

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The nature of persistent state-on-state competition continues to challenge traditional, linear crisis response command and control processes and structures. Defence, therefore, requires an applied operating concept, doctrine and new approaches for command and control to reflect a multi-domain, full spectrum approach.

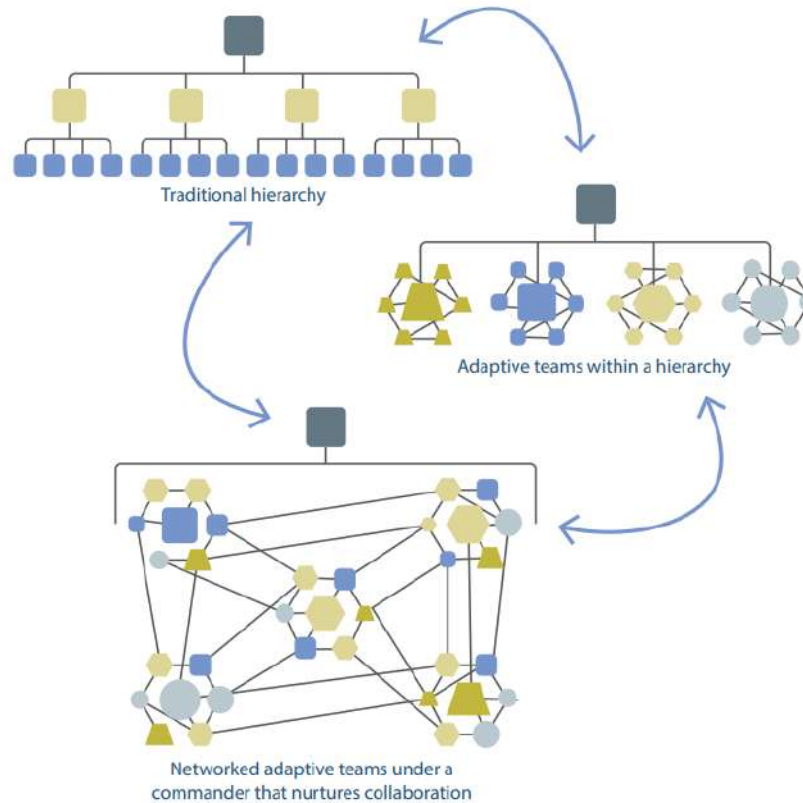
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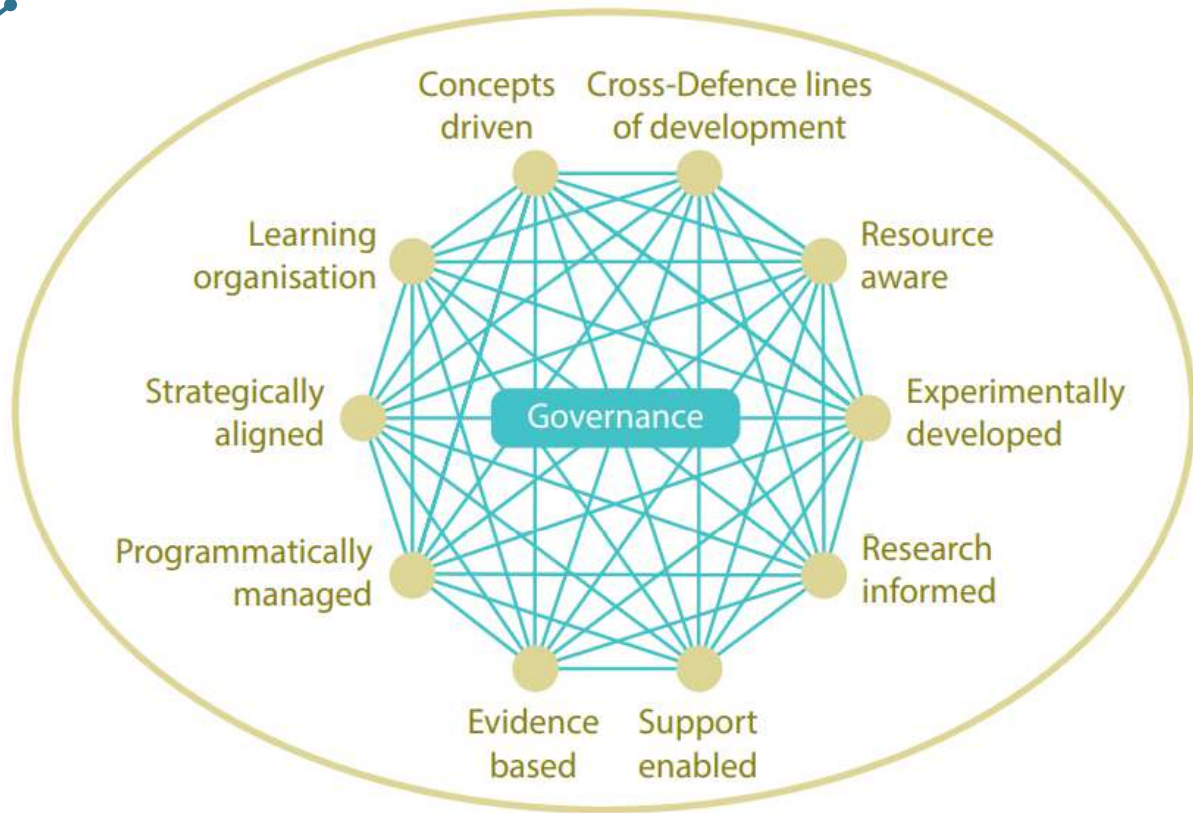
Joint Concept Note 2/17,  
Future of Command and Control





# Agility











<b>Anticipate</b>	Is sometimes called horizon scanning, aiming to be aware of new hazards and threats which might affect the organisation and its services.
<b>Assess</b>	Simply means ensuring we understand the potential impact these hazards and threats may have and sorting them into a priority order.
<b>Prevent</b>	Actions which might help prevent an emergency from occurring in the first place or mitigating its potential affect.
<b>Prepare</b>	Effectively planning for all known aspects of a potential emergency so that everyone is clear on their role and responsibilities.
<b>Respond</b>	The efforts needed to deal with the direct and indirect consequences of an emergency over a few hours, days or weeks.
<b>Recover</b>	The process of rebuilding, restoring and rehabilitating our organisation and services following an emergency.

The benefits of Integrated Emergency Management to the Trust are:

- Treatment of *the emergency* as an extrapolation of *business as usual*,
- The minimisation of untried and obscure systems emanating from individuals:
- A high level of senior staff familiarity
- Greater facility to deal with combinations of problems, which is a characteristic of integrated incident management
- A high level of integration of emergency preparedness with other functions:
- A direct link between 'just in time' philosophy of NHS target achievement and business continuity.

The approach, validated by continuous testing and exercising, is

- Basic framework plans,
- Standard command and control structure, and
- Flexible application by a skilled, highly trained and practiced command team made up of Executive Directors, Directors of Hospital Services, General Managers and SNPs.





# How should you lead in a crisis?

- Listen
- Learn and
- Lead

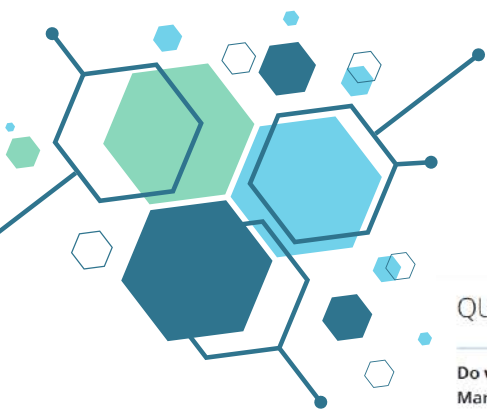




# And Lastly..

- KISS





# You must

## QUESTIONS TO ASK

**Do we have a documented Crisis Management Organization (CMO)?**

**Do we conduct at least one board level crisis exercise each year?**

**Should a particular board committee take responsibility for this?**

**Do we have a plan to keep stakeholders informed?**

**Who will communicate with key investors?**

**Do we have a plan for disclosure in a crisis?**

**Do we understand the value of our reputation and steps needed to safeguard it?**

**Are the board and senior management ready now for a totally unexpected crisis?**



## STEPS TO TAKE

Establish one and evaluate it.

Discuss with senior management the difference between an incident and a crisis. A crisis that threatens the viability of the business will involve the board—so test the CMO.

Yes, if your company has a risk committee it could sit there. Or it may be worthwhile having a committee focused solely on crisis management to report back to the full board.

Review your stakeholder list and communications plan. Do not overload the CEO/President in a crisis.

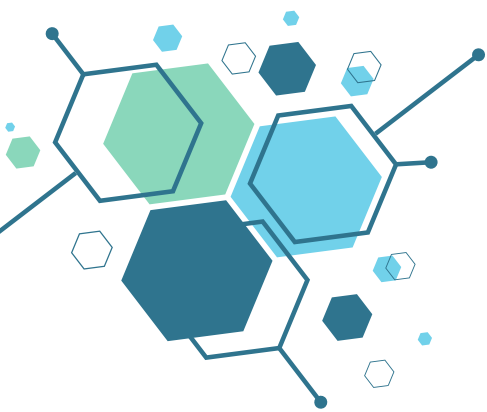
Probably either the Chairman, Senior Independent Director or CEO/President. Decide this before a crisis strikes.

Make this part of the CMO action check list.

Consider a reputation review, particularly in the context of principal risks.

Ask and answer this question at the board level at least once a year.





# Q & A

Type your questions in the chat box  
or raise your hand to ask your question live.



# 90-second survey

Your feedback is important to us,  
as it helps us shape and improve our webinars



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# Thank you!

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