Leading the Local Response to the COVID-19 Event

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Where do you stand right now?

How can you pivot and adapt?

What are the hardest political choices?
Where do you stand right now?
The Five Stages of Crisis Management:
Coronavirus (COVID–19) in the U.S.

Protection

Invest in:
- Strong global health systems
- Strong identification systems
- Transparency
- Food security

Prevention

China containment will buy U.S. time only.
- "Squandered time"
- Where are the kits?
- Prepare public and employees?
- Prepare health systems?
- Protect frontline workers?

BOOM

- When to activate?
- No "moment" of clarity
- Random/disjointed response
- White House in denial
- Mayors and governors are incident leads

Response

We ARE HERE!
- Assume community SPREAD
- From containment to mitigation

Cancel everything!
Get your head around it!
- "Brace for impact"
- "Slow the spread"
- "Flatten the curve"
- Wash hands, etc.
- Protect yourself and family
- Be a hero: stay home

Response

Public Sector
- Surge resources
- Social distancing
- Cancel, cancel!

Institutional
- Continuity of operations
- Essential vs. non-essential functions

Response

Metrics
- Reliable fatality rate
- Identification allows for isolation/containment
- Limited community spread
- Reconstitution of operations
- ICU availability
- Get ahead of the curve
- Vaccine

Response

Recovery

- Stronger U.S. health care system
- Improve global health security
- Employee protections

Recovery

Resiliency

To make us better protected for next time, because there will be a next time...

Resiliency

A CRISIS HITS A CITY AS IT IS, NOT AS IT WOULD LIKE TO BE.
How can you pivot and adapt?
Covid-19 is a medical phenomenon. The **COVID-19 CRISIS** goes beyond that.

1) Leaders have to manage the COVID-19 event as a whole event

2) Issues include:
   1) Medical
   2) Logistical
   3) Economic
   4) Psychological
   5) …

3) Need an *integrated, comprehensive process*
Major Emergencies are a VOLCANO

1) Issues
2) Competing priorities
3) Questions
4) Decisions
5) Tasks

In routine emergencies, these are familiar and easy to identify, and there are known solutions.

In an unprecedented situation like COVID-19, VIRTUALLY NOTHING IS KNOWN.
In an unprecedented crisis, there are no pre-cooked *answers*. All we can offer is the best *process*.

1) Resist the pressure to provide quick answers (most of them will turn out to be wrong)

2) Remind yourself and others that
   - We don’t yet fully understand the situation
   - The situation is continuing to change
   - It will take time to learn / develop the best approaches

3) Activate the best *process* you can with the best people you can recruit
I. Establish a Critical Incident Management Team and Process

1) Oversees all aspects of the event (medical, economic, logistical, …)

2) Seeks to identify and understand evolving and emerging issues and competing priorities

3) Reframes issues as questions / decisions

4) Deliberates about key questions and decisions

5) Formulates and delegates problem-solving for specific issues to other groups
II. Assemble the Right People: Find and Recruit Three Groups

1) People who understand and represent the city’s key priorities and values

2) People who have expertise in medicine, public health, and other key functions that will be involved

3) People who know the city, community, and city hall
Change the team as the event continues to unfold

Rosters:

SME_1

SME_2

SME_3
III. Engage in Iterative, Agile Problem-Solving

1. Establish goals, priorities, and values
   - Moral reasoning

2. Understand the situation
   - Description

3. Develop options
   - Creative

4. Predict outcomes for each option
   - Analytical

5. Choose the best course of action
   - Executive

6. Execute
   - Administrative
IV. Create Conditions for Successful Agile Problem-Solving

1) Facilitated deliberation

2) Diversity

3) Psychological safety

4) Joint *inquiry*, not *advocacy*
V. Execute Chosen Actions, But Treat Them as Tentative and Experimental

1) In routine situations, reliable, correct, efficient, effective answers are a reasonable expectation.

2) In unprecedented situations, everything we are doing is an experiment in real time.
VI. Set Reasonable Expectations

What you can reasonably expect:

- Best efforts
- Rapid learning
- Not everything we try will work
- We’ll keep working until it does
Going forward

- New issues will continue to arise
- Important priorities will be in conflict
- Place confidence in your process
- Re-work the problem, continuously
- Self-care is critical for yourself and all participants – this is a marathon
What are the hardest political choices?