

The Public as an Asset, Not a Problem

A summit on leadership during bioterrorism

convened by

Johns Hopkins Center for Civilian Biodefense Strategies

purpose

Synthesize for government and public health authorities essential principles of leadership, based on frontline experiences with recent terrorism events and other relevant crises, that encourage the public's constructive collaboration in confronting a bioterrorist attack.

key issues

Moving beyond the prevailing image of a panic-prone public;
Mobilizing a coordinated, collective response among diverse publics;
Capitalizing on everyday institutions (e.g., schools, workplaces) to help people cope;
Learning from leadership challenges during recent terrorizing events.

supporters

Memorial Institute for the Prevention of Terrorism
Office of Justice Programs, National Institute of Justice, U.S. Department of Justice
The Alfred P. Sloan Foundation

day one

Keynote Event

5:30pm Reception

6:30–6:45pm Welcome

Monica Schoch-Spana, PhD, Senior Fellow, Johns Hopkins Center for Civilian Biodefense Strategies

6:45–6:50pm Speaker introduction

Tara O'Toole, MD, MPH, Director, Johns Hopkins Center for Civilian Biodefense Strategies

6:50–7:30pm Keynote Address: Leadership's role in helping New Yorkers prevail after 9/11

Neal L. Cohen, MD, Executive Director, AMDeC Center on Biodefense; former New York City Commissioner of Health

7:30–7:45pm Q&A Session

day two

8:30–8:40am Welcome and Opening Remarks

Monica Schoch-Spana, PhD

8:40–9:55am Rethinking Preconceptions about Mass Response to Crisis

Is a panicked public, assumed in most bioterrorism planning situations, a myth or reality? Are epidemics like other disasters, or are they different? What do we know about the continuum of psychological and social reactions in the context of trauma and crisis, ranging from mental anguish and social demoralization to more salutary phenomena? How can leaders' decisions and actions exacerbate social tensions, making the public more or less of an asset in crisis?

Introduction and Chair

Robert J. Ursano, MD, Professor of Psychiatry and Neuroscience and Chairman, Department of Psychiatry, Uniformed Services University School of Medicine

Anticipated psychological impact of bioterrorism

Ann E. Norwood, MD, COL, MC, USA, Associate Professor and Associate Chairman, Department of Psychiatry, Uniformed Services University

The problem of panic in disaster response

Lee Clarke, PhD, Professor of Sociology, Rutgers University

Public resistance or cooperation? Historical experiences with smallpox

Judith W. Leavitt, PhD, Professor of History of Medicine, University of Wisconsin Medical School

9:35–9:55am Panel Discussion and Q&A Session

9:55–10:10am BREAK

day two

(Continued)

10:10–11:35am The Health and Safety of Actual People, not a Theoretical Public

How should leaders plan for the public health and safety requirements of special populations? How can leaders mobilize a collective, coordinated response to an epidemic when interacting with a socio-economically and ethnically diverse population?

The people talk back: Anthrax 2001 public communication lessons

Monica Schoch-Spana, PhD (Chair)

The frail and the hardy seniors of 9/11: The needs and contributions of older Americans

Myrna I. Lewis PhD, Assistant Clinical Professor, Department of Community and Preventive Medicine, Mt. Sinai School of Medicine

The value of culture and social capital in national defense and bioterrorism preparedness

Kathleen Rand Reed, MAA, Applied Biocultural Anthropologist and Ethnomarketer, The Rand Reed Group

The role of schools in meeting communities' needs during bioterrorism

Bradley D. Stein, MD, PhD, Health Services Researcher, RAND; Assistant Professor of Child Psychiatry, University of Southern California

11:10–11:35am Panel Discussion and Q&A Session

11:35–12:00pm BREAK and Lunch Pick-Up

12:00–1:00pm Working Lunch

Speaker introduction

Thomas V. Inglesby, MD, Deputy Director, Johns Hopkins Center for Civilian Biodefense Strategies

How leaders can confidently step up to a reporter's mike

John J. Burke, JD, President, Strategic Communications, Inc.

1:00–1:15pm BREAK

1:15–2:35pm Civil Society as an Asset during a Public Health Emergency

How can leaders make the best use of pre-existing volunteer networks and turn individual volunteers into an asset? How should leaders manage volunteer impulses in the bioterrorism context; is bioterrorism different from other humanitarian situations? How can workplaces, schools, and other everyday institutions be equipped to help populations cope with a crisis?

Introduction and Chair

Kathleen J. Tierney, PhD, Professor, Department of Sociology and Criminal Justice; Director, Disaster Research Center, University of Delaware

Community organizations acting during crisis: 9/11 and neighborhood associations

Diane S. Lapson, Vice President, Independence Plaza North Tenant Association, New York City

Mobilizing a community around the desire to protect children

Ernie Allen, President and CEO, National Center for Missing and Exploited Children

day two (Continued)

They will be there: Managing and protecting volunteers

John Clizbe, Interim Executive Director, Triangle Area Chapter, American Red Cross, Raleigh, NC; former Vice President of Disaster Services, American Red Cross

2:10-2:35pm Panel Discussion and Q&A Session

2:35-2:50pm BREAK

2:50-4:15pm: How to Lead a Community during Times of Trouble

What challenges do leaders face when interacting with the public in the context of grave peril? What communication pitfalls should leaders avoid during a public health emergency? How can an environment of trust and credibility be cultivated so that the public is inclined to act on public health guidance? When and how should leaders seek input from public stakeholders on tough decisions that could arise (e.g., prioritized distribution of scarce medical resources)? How can government decision-makers reach out to civic leaders prior to a crisis and establish alliances for communicating critical information? What challenges do leaders face during the crisis recovery period?

Moderated roundtable discussion led by Tara O'Toole – panelists:

Julie Casani, MD, Medical Director for Emergency Preparedness and Response, Maryland Department of Health and Mental Hygiene—*2001 anthrax letter attacks*

Edward Clarke, Director of School Safety and Security, Montgomery County Public Schools—*Washington DC-area sniper*

Tom Day, Vice President of Engineering, US Postal Service—*2001 anthrax letter attacks*

Margaret Hamburg, MD, former Assistant Secretary of Health and Human Services, former New York City Commissioner of Health—*1993 World Trade Center bombing; multi-drug resistant tuberculosis; possible case of plague presenting at Kennedy airport*

Ronald J. Norick, Mayor, Oklahoma City, 1987 to 1998—*1995 bombing of the Murrah Federal Building*

Sally Quinn, Columnist, *The Washington Post*—*2001 anthrax letter attacks*

Ivan C.A. Walks, MD, former Chief Health Officer for Washington, DC, and Director, Department of Health—*9/11 Pentagon attack; 2001 anthrax letter attacks*

3:50-4:15pm Q&A Session

4:15-4:30pm Wrap-up: Tara O'Toole

The audiotaped and transcribed proceedings of this conference will be available online by March 1, 2003.
www.hopkins-biodefense.org

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