

Assessing Systemic Impact of Disaster and Terrorism: Method of Injury vs. Context

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Faculty

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Program Objectives

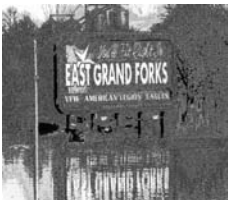
- To measure behavioral health needs related to disaster or terrorist events as a function of method of injury within a definable context.
- To understand the impact of disaster and terrorism on the behavioral health system.
- To learn variable methods of assessing the psycho-social impact of disaster or terrorism on victims and the behavioral health systems responding.

Program Objectives

- To learn the impact of outside resources, their value and their cost to existing resources.
- To learn how to plan for hosting requested and unrequested resources.

Measuring Capacity

Formula or Guesswork?



The Formula

System Capacity
+ Readiness
= Disaster Preparedness
- Impact on System
= Functional Capacity

Capacity

- How much “fluff” is in your organization?
- How long can normal workloads be set aside?
- How many FTEs can be immediately devoted to disaster response?
- How much extra space do you have for added personnel?

Policy

- What procedures are in place to reassign staff to disaster response?
- Will reporting lines change?
- Are there measures to adapt and realign freedom to act?
- Who has behavioral health authority in the overall response matrix?

Planning

- When was your plan written/reviewed?
- How many have been oriented to the plan?

Planning

- Does the plan identify:
 - Providers – specifically who will fill roles
 - Lines of authority including Legislative authority
 - Funding mechanisms
 - Incident command structure
 - Redundant communication venues
 - Inter-governmental relationships
 - Intra-governmental relationships
 - Inter-agency relationships

Planning

- Are NGO’s roles, responsibilities and relationships defined?
- Are private provider roles, responsibilities and relationships defined?
- Is the plan based on an “All-Hazards” approach?
- Are tasks and implementation steps detailed?

The U.S. Capitol Mall, 8:00 AM, September 30, 2001

September 30, 2001



Expertise

- Who and how many staff have expertise in:
 - Disaster mental health
 - Emergency response systems (FEMA, SEMA, Law Enforcement, etc.)
 - Crisis intervention
 - Psychological first aid
 - Outreach counseling skill
 - Mental health triage

Expertise

- Who and how many staff have expertise in:
 - Incident command structures
 - Traumatic stress services
 - Administration of crisis programs
 - Grant writing
 - FEMA crisis counseling program
 - SAMHSA emergency response grant
 - Disaster psychiatry

Training and Technical Assistance

- Do you have trainers identified?
 - Outreach counseling skills
 - Psychological first aid
 - Crisis intervention
 - Assessment and referral
 - Information and connection to resources
 - Behavioral health triage

Training and Technical Assistance

- Technical Assistance identified to:
 - Aid in project design and implementation.
 - Consult to administration regarding Federal regulations, etc.

Planning For Media Management

Oklahoma City, April 21, 1995



Media and Disaster

- Designated PIO
- Pre-defined messages
- Media area assigned
- Media off limits areas
- Media relations protocol

Media and Disaster

- Crisis Communication Training
- Crisis Communication Consultation



Relationships

- Inter-agency roles and responsibilities
- Organizational relationships
- Who leads what?
- NGO
- Faith-based
- Private providers



Authority

- Are clear lines of authority established?
- Do you know the legislative authority to accept disaster assistance funding?
- Roles assigned clearly?
 - Operations
 - Logistics
 - Policy
- Freedom to act
 - Shifting responsibilities

Implementation Capability

- Does a mechanism exist to hire quickly?
 - Can you hire staff as employees or contract staff within a 5 day period?
 - 10 days?
- Contract quickly?
 - Can you execute a sole source contract for service delivery or technical assistance within 48 hours?

Implementation Capability

- Deploy resources?
 - Can you fund or reimburse employees for expenses incurred in an emergency deployment?

Disaster Preparedness

- Capacity
- Administrative planning
- Fiscal planning
- Training and skill building
- Organizational clarity
- Resource identification
- Authority to act
- Relationships built

Disasters Are Political



Disasters Are Political

- Internal noise
 - Stakeholders and constituents
 - Executive input
 - Satisfying bureaucracy
- External noise
 - Expectations of funders
 - Expectations of victims
 - Information glut

Symbolic Impact



Method Of Injury

- Natural disaster
 - hurricane, earthquake, tornado, flood
- Man-made accidental or incidental
 - chemical spill, plane crash, building failure
- Man-made purposeful
 - school shooting, arson, criminal activity
- Terrorism
 - WMD, CBRNE

Method Of Injury

- Hurricanes/Typhoons/Cyclones
 - Floyd
 - Hugo
 - Andrew
 - Katrina
 - Mitch
 - Pongsona
 - Paka



Tornadoes

- Wichita Kansas, 1999:Camilla, Georgia, 1999: St. Peter, MN, 2000:Grantsburg, WI, 2001



Floods

- Great Midwest Flood, 1993
 - Wisconsin
 - Illinois
 - Iowa
 - Missouri
 - Minnesota
 - North Dakota
 - South Dakota
- Winter Storm Flooding
 - California, 1995



Man-made, Accidental - Incidental

- Kansas City Hyatt, Missouri
 - 1981, 114 dead
- MGM Grand Fire, Nevada
 - 1980, 87 dead
- Cerro-Grande Fire, New Mexico
 - 400 homes destroyed, 2 dead
- Rodeo-Chediski Fire, Arizona
 - 2002, 185 homes, 500,000 acres, 0 dead
- Station Nightclub Fire, Rhode Island
 - 2003, 100 dead, 187 injured

The Station Night Club Fire,

Warwick, RI

February 17, 2003

100 dead, 187 treated in 15 hospitals,

117 released within 24 hours,

70 admitted, 43 Critical



Man-made, Purposeful

- Columbine School Shooting
 - 1999, 14 dead, 20 injured
 - Cost, \$50 million
- LA Civil Unrest
 - 1992, 60 dead, 2,000 injured, 3,600 fires
 - Cost \$800 million - \$1 billion
- Red Lake School Shooting
 - 2005, 10 dead, 7 injured



Terrorism

- Oklahoma City Bombing
 - 1995, 168 dead
- September 11, 2001 Terrorist Attacks
 - 3,000 plus dead, Billions
- Anthrax Attacks, Washington DC
 - 2001, 9 dead in DC, 1 in Connecticut
- 250,000,000 afraid and anxious



Who Is Affected?

- Everyone who sees the disaster is affected by it
- Serve needs of primary, secondary and tertiary victims



Context Determines Need

- Prioritize needs
- Meet needs as they exist
- Identify resources
- Identify emerging need
 - Individual
 - Community
 - Helpers
- Inform persons in power
 - Data
 - Analysis



Context of Impact

- Disasters start and end locally
- Rural, urban, frontier
- Special populations impacted
- Socio-economic factors
- System capacity and capability
- Leadership
- Preparedness
- Collaborative resources

Leadership

Not all leaders are equipped to manage chaos.

Those that could be are sometimes taken out of the game.



What if it's your building?



Context Of Impact

- Social infrastructure
- Human service system
- Economic impact
 - Jobs lost
 - Tax base
 - Resource production
- Pre-disaster stability
- Demographics



Hosting Resources

- The Feds
 - Federal Emergency Management Agency
 - SAMHSA
- Experts
- Authorities
 - State
 - Local
- Helpers



Measuring Impact

- CMHS damage assessment formula very limited
 - Unusable in non-declared events
 - Does not account for culture or context
- Empirical study primarily limited to DSM criteria
 - Tends to indicate sequelae, but not service needs

What Services Are Needed?

- Outreach
- Compassionate witness
- Building connection
- Education
- Advocacy
- Follow-through
- Protection
- Problem-solving



What Needs to be Accomplished?

- Psychological first aid
 - Safety and security
 - Basic needs
 - Reducing stimuli
 - Compassionate presence
 - Direction
 - Connection

Counseling

- Triage
- Listening and reassurance
- Psycho-education
- Connecting to resources
- Referral
- Crisis intervention
- Problem solving



Goals of Behavioral Health

- Reach out
 - Not office based
 - Targeting all victims
- Witness the story
 - Acknowledge difficulty
 - Define a new reality
- Connect with resources
- Prevent maladaptive behavior
- Problem solve

Outreach Sites: Where Survivors Are

Florida, 2004 Disaster Recovery Center



Special Programming

- First responders
 - Police
 - Fire/Rescue
 - EMS
- Volunteers
- Utility workers
- Government personnel



Measuring Need

- Formula to measure resources
 - Impact on available resources
 - Resources used by outside parties, ie. Red Cross, NOVA, Feds
- No Formula for service design
 - How much outreach?
 - How much treatment?
 - How much community education?
 - How much assessment?

Functional Capacity

- Existing capacity
- Preparedness levels
- Available resources
- Method of injury
- Context of impact
- Leadership ability
- Needs of victims
- Access to serve



The Formula

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Questions and Concerns are Welcome

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