

Understanding the Effects of Trauma and Traumatic Events to Help Prevent, Mitigate and Foster Recovery for Individuals, Organizations and Communities
A Program of Uniformed Services University, Our Nation's Federal Medical School, Bethesda, Maryland • www.usuhs.mil/psy/traumaticstress/newcenter.html

Business Leadership in Bioterrorism Preparedness

“Leaders may possess brilliance, extraordinary vision, fate, even luck. Those help: but no one, no matter how gifted, can perform without careful preparation, thoughtful experimentation and determined follow-through.”

“Prepare Relentlessly” Leadership, Rudolph W. Giuliani

WHY BUSINESS LEADERS SHOULD PREPARE

The workplace has been the primary target of terrorism in the United States. The events of 9/11, the anthrax attacks of 2001, the Oklahoma City bombing, and the 1993 World Trade Center underscores the fact that terrorism has occurred where and when people work. The goal of terrorism is to erode our sense of national security, disrupt the continuity of society and destroy social capital—morale, cohesion and shared values. In taking a proactive role to protect their organization's security, business continuity and employee health, business leaders should be aware of the following: 1) the workplace is a newly recognized environment for preparedness 2) the workplace has existing resources to facilitate preparedness 3) the workplace will encounter resistance to prepare 4) the workplace can reframe preparedness to promote resiliency, business continuity and social cohesion.



WORKPLACE RECOGNITION

o The Institute of Medicine report: *Preparing for the Psychological Consequences of Terrorism: A Public Health Strategy*, recognizes the workplace as an important environment for addressing the psychological consequences of terrorism” (IOM, 2003). The IOM report:

- ❑ Recommends a public health approach to workplace preparedness encompassing pre-event, event and post-event planning and responses.
- ❑ Presents a critical incident business model: Address preparedness as consequence management that recognizes response behaviors to disasters, terrorism and bioterrorism affect and involve: employees and their families; leadership and their families, policies, markets and partners.

WORKPLACE RESOURCES

- ❑ The corporate infrastructure has available resources for preparedness/response.
- ❑ They include corporate security, health promotion and employee assistance resources, human resources, business continuity and asset management, and engineering and facilities.
- ❑ Integrating these resources and functions maximizes disaster response.

WORKPLACE RESISTANCE

- ❑ “Preparedness will raise more anxiety”
- ❑ Employee resistance to practice drills, fitness issues
- ❑ Corporate continuity silos: Security, Employee Assistance, Medical, Human Resources operating autonomously.
- ❑ Diversity of workplace culture, and physical plant.
- ❑ “Too much time, cost and nothing we can really do”.

WORKPLACE RESILIENCY: REFRAMING PREPAREDNESS

- ❑ Resiliency is topic of great interest in workplace, and resiliency expected outcome of disaster.
- ❑ Crosses domains: productivity, employee health, business continuity.
- ❑ Corporate Resiliency Model reframes negative implications of preparedness to engage participation and lessen anxiety.

continued

BUSINESS PREPAREDNESS LEADERSHIP: PUBLIC PRIVATE SECTOR PARTNERING

Roughly, 80% of America's critical infrastructure is managed by the private sector. A partnership between public and private sector in responding to threat of terrorism/bioterrorism strengthens our nation's homeland security infrastructure. The federal disaster response system is geared to intervention/treatment of *immediate needs*. The workplace is a *community member* for its needs and the needs of its community. Business leadership in preparedness education, event crisis management and post-event evaluation and treatment complement federal resources and contribute to social cohesion and morale.

RESOURCES:

Center for the Study of Traumatic Stress

<<http://www.USUHS.Mil>> "Homeland Security", or
<www.proudpublic.org>: workplace

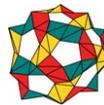
Terrorism and Disaster, Ursano, R J, Fullerton CS, Norwood, AE Cambridge University Press, 2003

Preparing for the Psychological Consequences of Terrorism: A Public Health Strategy, The National Academies Press, 2003

"Creating reasons for those who work for you to establish their own culture of preparedness is part of being a good leader..."

"Prepare Relentlessly" Leadership, Rudolph W. Giuliani

This fact sheet was prepared by the Center for the Study of Traumatic Stress (CSTS). CSTS is a homeland security Center of Excellence and part of the Uniformed Services University, our nation's federal medical school. CSTS provides research, education, organizational training and consultation to mitigate and foster recovery from disaster, terrorism and bioterrorism. For more information contact:



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