



## MOOC 1

### Learning Unit 7

#### GOOD PRACTICE 3

#### Post-Disaster Leadership and Coordination

#### Instructions

In the following case study, you will be provided with a scenario for an exercise that will last 30-45 minutes:

- 10 minutes (optional) to watch the video about the real scenario from which the case is taken. You will hear a description of the real scenario and of the health workers' needs made by a psychologist in the Emergency Care Unit.
- 5 minutes to read the information about the setting and the scenario.
- 15-30 minutes for answering the questions.

#### Background Scenario Description

On Tuesday, August 14th, 2018, before noon, a section of the Morandi bridge on the A10 motorway collapses. At the time of the collapse, over 30 vehicles, including cars and heavy vehicles, were passing on and under the bridge. 46 people die, including 3 children and 2 adolescents. The last two bodies are extracted from rubble on Wednesday evening. Rescuers have dug non-stop for over 36 hours, but no sign of life has come from under the mounds of debris. There are 16 wounded people, 9 with code red injuries.

The people affected by the collapse are mostly from the surroundings. So far, 634 citizens have been forced to abandon their homes: a dozen buildings have been evacuated by the Civil Protection, but the number could increase following ongoing inspections of the buildings. The mayor announces that there is a serious risk that all the buildings under the viaduct will be demolished.

The Morandi bridge was over 1 Km long, with three reinforced concrete pylons to support it. On the right side, a piece of the bridge has collapsed on the railway that passes under it. Fifty meters away, on the other side of the railway, the houses have been miraculously spared. Five-story buildings where hundreds of people, Italians and foreigners, live. Carl is one of those who live under the bridge, he looks right above him at the part of bridge that is still there and says: "What did I hear? The world seemed to be collapsing."

"There was a car hanging from the steel cables - says a firefighter that has stopped working only at 7 pm. We got down from above and pulled out a man alive, I don't even know how this was possible."

### **Setting:**

It is August 2020, you are the president of an emergency association, and a colleague tells you about the collapse of the bridge in his city and asks for your intervention to help the victims. You are called by the National Health System to coordinate a small team with the aim to design a debriefing intervention and a preventive intervention.

### **Methods and resources:**

Your team includes two expert EMDR psychotherapists, two expert psychotherapists living in the town, and two rescuers.

Even though mutual aid agreements are in place, overall planning and coordination is lacking. You organize a meeting between local agencies and invite stakeholders to attend the meeting in order to define the need assessment and review potential risks and resources.

### **Objective:**

Your role as a psychologist facilitator manager will be to coordinate both your team and local agencies/organizations involved in the crisis:

- As the president of your association, it is your responsibility to reach the contact person of the municipality that deals with emergencies, verify their availability for collaboration and then structure the coordination within your work group.
- As a crisis manager, you are the gate-keeper of information: you must be vision oriented, predict risks and damages, instil a sense of unity in your team, and provide direction and support to your staff.

**To know more** by the voice of Dr. Stefania Sacchezin, EMDR psychotherapist and facilitator

<https://youtu.be/O3Um8R5tyA0>

### **Instructions:**

The following questions will ask you to structure an intervention using specific leadership skills. Review the details of the case study and answer the questions to complete the activity. It is not necessary to describe the whole process in detail. The aim of this activity is for you to consider how you would use the process in a crisis situation.

**Time limit:** 40 minutes.

### **Questions:**

Please answer the following questions.

### **Evaluation and planning**

1. Design a risk map, evaluate resources and targets. Assess available information and make cross-checks: is there any missing information? How would you gather the necessary information?

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2. Organize your team, define roles and tasks basing on competences and previous knowledge. What are your objectives? Which tasks can you delegate?

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3. Having in your mind that you need to develop an action plan adjusting actions in response to a changing and complex environment, which criteria do you use to plan and prioritize interventions?

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4. What kind of operational procedures can you develop to synchronize activities and form an effective and efficient rescue team?

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**Action processes**

5. Remember to coordinate with other responding agencies. How can you facilitate communication processes? Which information can you share with the stakeholders? And with the members of your team?



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6. How can you translate plans into actions? Are there available protocols to support you and your team in planning and implementing interventions?

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7. Remember to promote self-care within your team. What stressors may affect the efficiency of your group? How can you help team members to cope with adversities?

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**Interpersonal skills**

8. Build commitment of team members to better accomplish team’s tasks. How can you manage conflict proactively? How can you quickly and effectively manage disruptive behaviours?

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9. Which actions can you implement to foster resilience in your team? How can you engage and motivate members of your group? How can you enhance vigilance and protect preparedness?





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10. How can you train staff to cope with stress?

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**Monitor and assess development**

11. What tools can you use to monitor the results of the intervention?

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12. Does the action plan need to be reviewed?

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13. How can you ensure the return to normality after the crisis event?

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14. Where and how would you make a referral for follow-up mental health care, in agreement with other leaders?

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15. How can you organize celebrations and awards?

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