

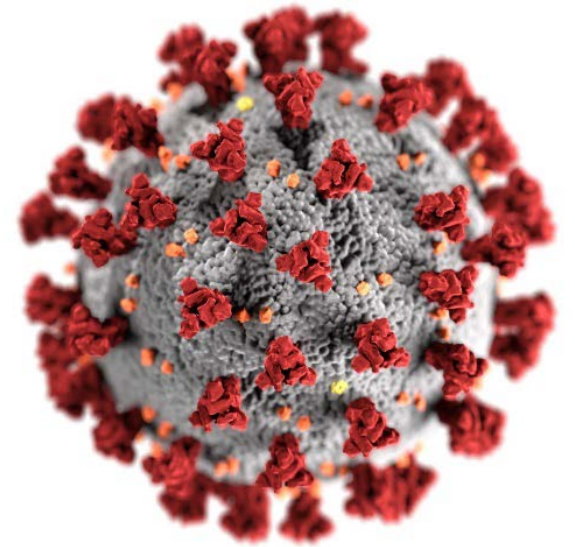
COVID-19: Leading in Times of Crisis

Leslie Ann Dauphin, PhD

Director (Acting)

Centers for Surveillance, Epidemiology, and Laboratory
Services (CSELS)

July 16, 2021, 1 p.m. ET



cdc.gov/coronavirus

Agenda

- Introduction
 - Today's Presenters
 - Relevant Resources
- Leading in Times of Crisis
- Q&A
- Closing



Presenters



Triona Henderson-Samuel, MD
Physician (Public Health, Clinical Pathology)
Training and Workforce Development Branch, DLS, Center for Surveillance, Epidemiology, and Laboratory Services (CSELS), CDC



Leslie Ann Dauphin, PhD
Director (acting)
Center for Surveillance, Epidemiology, and Laboratory Services (CSELS), CDC

Crisis Leadership – OneLab Resources



Identified Topics

- Crisis leadership
- Crisis communication

Available Now

Crisis and Emergency Risk Communication (CERC)

Online training and resources

Coming Soon!

Crisis Leadership

Presentation

July 16, 2021

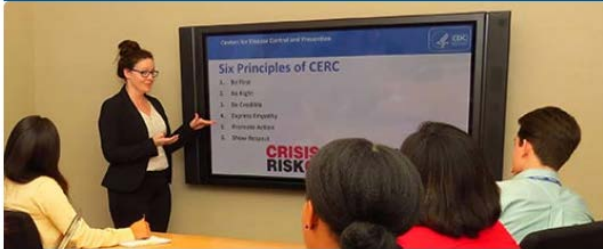
Leadership Toolkit

Toolkit

Fall 2021

Crisis and Emergency Risk Communication (CERC) Program

Training



The CERC program offers in-person and online trainings on Crisis and Emergency Risk Communication.

[More](#)

Manual and Tools



The CERC Manual describes core crisis and emergency risk communication principles and how they apply to each phase of a crisis. Tools are available to prepare communication plans or use during a crisis.

CERC Corner



CERC Corners are articles based on content from CDC's CERC Manual and are published biweekly in the [CDC Emergency Partners' Newsletter](#).

[More](#)

Presentations



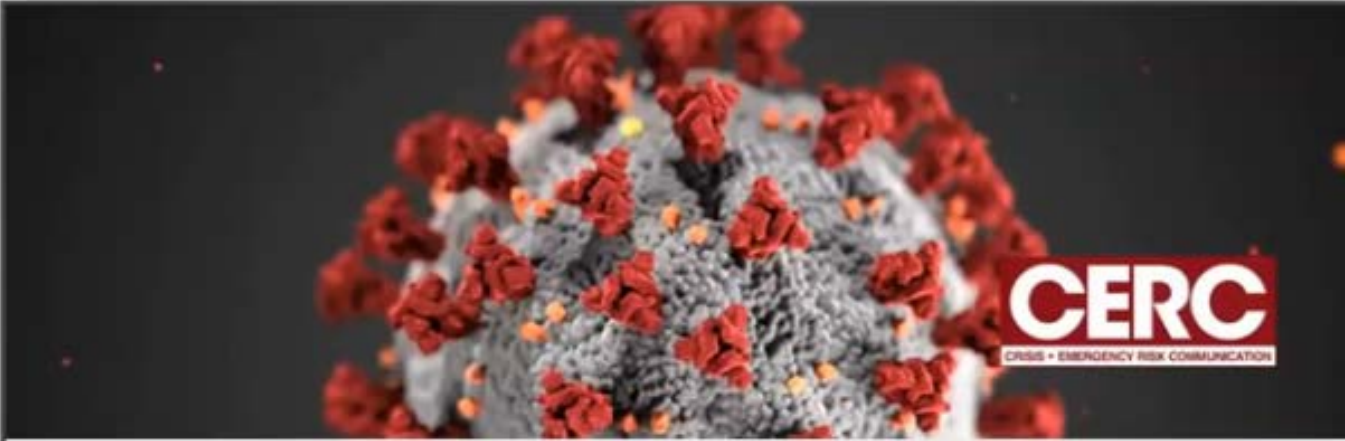
The CERC program offers archived presentations on specific CERC topics and how CERC applies in different emergencies.

[More](#)

[Access CERC](#)



CERC Overview for COVID-19



CERC
CRISIS + EMERGENCY RISK COMMUNICATION

CERC in an Infectious Disease Outbreak

- 1. Be First:** Quickly sharing information about a disease outbreak can help stop the spread of disease, and prevent and reduce illness and even death. People often remember the first information they hear in an emergency, so the first information they receive should come from health experts.
 - Even if the cause of the outbreak or specific disease is unknown, share facts that are available. This can help you stay ahead of possible rumors.
 - Share information about the signs and symptoms of disease, who is at risk, treatment and care options, and when to seek medical care.
- 2. Be Right:** Accuracy establishes credibility.
- 3. Be Clear:** Use plain language and avoid jargon. People often have limited health literacy skills, so use simple, clear language that is easy to understand. Avoid technical terms and acronyms. Use visual aids like infographics and videos to help people understand complex information.
- 4. Express Empathy:** Disease outbreaks can cause fear and disrupt daily lives. Lesser-known or emerging diseases cause more uncertainty and anxiety. Acknowledging what people are feeling and their challenges shows that you are considering their perspectives when you give recommendations.
 - For example, during a telebriefing for the coronavirus disease 2019 response: *"Being quarantined can be disruptive, frustrating, and feel scary. Especially when the reason for quarantine is exposure to a new disease for which there may be limited information."*
- 5. Promote Action:** In an infectious disease outbreak, people need to know what to do next. Provide clear, actionable steps that people can take to protect themselves and others. Use simple, clear language and avoid jargon. Use visual aids like infographics and videos to help people understand complex information.

[Access Training](#)



Crisis Leadership: An Education and Training Need

OneLab Initiative Training Needs Assessment



Education and Training Themes



Technical Topics

Clinical laboratory professionals need additional scientific, technical, and regulation trainings related to completing their daily COVID-19 work



Testing and Laboratory Quality



Regulations, Guidelines, and Reporting



Laboratory Safety



Preparedness and Emergency Operations

Managers need training in laboratory operations and supply chain management



Crisis Leadership

Clinical laboratory senior leaders need training in crisis leadership and communication

Crisis Leadership: What Network Members Are Saying



Clinical laboratory senior leaders need training in crisis leadership and communication

“**Small lab** leadership needs help thinking [about emergency preparedness] on this scale.” [The CL community needs] **a toolkit or a playbook to guide us through the current and future pandemics.**”

“My staff do not feel that they are identified and appreciated as front-line healthcare workers, and it is affecting their **morale.**”

“My staff are feeling **overwhelmed and are burning out.**”

“I’m concerned about [**tracking and maintaining**] my **CLIA certifications.**”

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Director (Acting)

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(CSELS)

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Overview

- Who I am / Why I'm here
- CDC's COVID-19 response
 - Background
 - Laboratory and Testing Task Force mission, functions, priorities
 - Challenges and opportunities for laboratories
- Challenges, considerations, and lessons learned for leaders
- Q&A



Who I am

- U.S. Army paratrooper and Gulf War veteran
- Worked for 10 years as a CDC laboratory scientist
- Served in CDC leadership roles for the past 10 years



Why I am here

- Acting Director for Center for Surveillance, Epidemiology, and Laboratory Services
- Deployed on CDC's COVID-19 Emergency response for three rotations
 1. Operations Deputy for the Principal Deputy Incident Manager
 2. Co-lead of Laboratory and Testing Task Force
 3. Lead of Laboratory and Testing Taskforce

CDC Centers for Disease Control and Prevention
CDC 24/7: Saving Lives, Protecting People™

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Director (Acting), Center for Surveillance, Epidemiology, and Laboratory Services



Leslie Ann Dauphin, PhD

Director (Acting)

Deputy Director

Center for Surveillance, Epidemiology, and Laboratory Services

Deputy Director Public Health Science and Surveillance

Leslie Ann Dauphin, PhD, is the Director of the Center for Surveillance, Epidemiology, and Laboratory Services (CSELS) at the U.S. Centers for Disease Control and Prevention (CDC). Acting as a leader in CSELS, Dr. Dauphin oversees the management and improvement of numerous CDC scientific services.

Prior to joining CSELS, Dr. Dauphin served as the Deputy Director for the Office of Laboratory Science and Safety. Calling upon her background as a laboratory scientist, Dr. Dauphin has been a leader in laboratory safety and quality since before the office was created, serving as a Senior Scientist and Interim Lead for Laboratory Safety in 2015 following high-profile safety incidents at CDC laboratories. In this role, she provided unflinching leadership and scientific, technical, and managerial expertise as she led and supported an agency-wide approach to laboratory science and safety.

CDC's COVID-19 Emergency Response



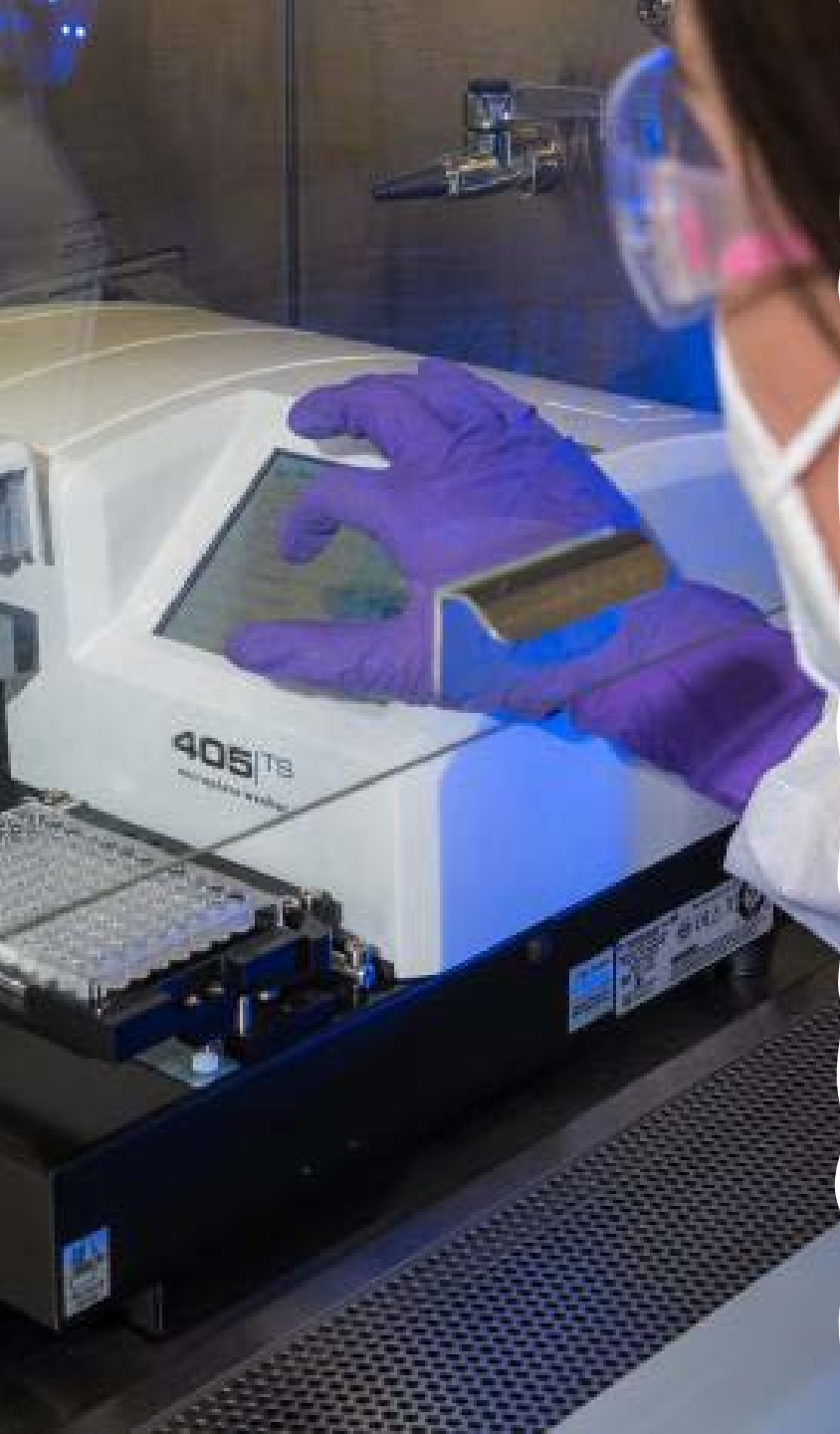
CDC's COVID-19 Emergency Response

Background

- March 2020, the COVID-19 outbreak was declared a pandemic by WHO and testing became a priority.
- Initially, CDC laboratories provided diagnostic testing capacity.
- Currently, CDC laboratories support key studies to improve understanding.
- Due to demand for surge testing, the Triage and Reporting Laboratory (TRL) was formed.



SOURCE: <https://www.cdc.gov/cpr/eoc/responses.htm>



Laboratory Testing Task Force

MISSION

Increase scientific knowledge and laboratory testing capacity through work in CDC laboratories, support for clinical and public health laboratories, and engagement with federal partners, commercial laboratories, and professional organizations

FUNCTIONS

- Development of new laboratory tests and procedures
- Evaluation of laboratory reagents and instruments
- Development of technical guidance
- Testing support and technical assistance

LTF Priorities



Test Development & Distribution

Leading development of laboratory tests, including:

- CDC 2019-Novel Coronavirus Real-Time RT-PCR Diagnostic Panel for detecting current infections of SARS-CoV-2
- Influenza SARS-CoV-2 (Flu SC2) Multiplex Assay for the detection of Influenza A, Influenza B, and SARS-CoV-2
- ELISA-based serologic test to detect SARS CoV-2 antibodies that indicates past infection



Interim Guidance on Testing & Reporting

Developing and updating interim guidance for diagnostics, serology, specimen pooling, specimen handling and collection, testing, biosafety, and reporting laboratory data based on latest scientific evidence.



Partnerships & Technical Assistance

Facilitating partnerships with public health departments and domestic and international clinical laboratories and organizations to aid in COVID-19 testing activities, project development, and to provide technical assistance and resources.



Strategic Communication & Policy

Developing key messages and leveraging traditional and digital channels to reach target audiences with the right messages, at the right time, based on principles of health communication science. Providing leadership and coordination to address congressional and legislative affairs and issues management.



National Strain Surveillance Program (NS3)

Providing important SARS-CoV-2 baseline information, increasing publicly available viral sequence data, and establishing a representative repository of virus isolates for further characterization.

Laboratory Testing Task Force Priorities

Challenges Faced by Laboratories During COVID-19 Pandemic

- Biosafety concerns
- Shortages in tests, supplies, and workforce
- Clarifying interpretation of test results
- Determining when to perform confirmatory testing
- Determining percent positivity
- Reporting laboratory data
- Sequencing and tracking new variants
- Specimen management
- Tracking testing data



Guidance for Clinical Laboratories

Antigen Tests

Antibody Tests

*Pooling
Procedures*

*Specimen
Collection*

*Self-Testing and
Collection*

The screenshot shows the CDC website's COVID-19 resources page. At the top, the CDC logo and tagline 'CDC 24/7: Saving Lives. Protecting People™' are visible. A search bar contains 'Search COVID-19'. The main navigation bar includes 'Your Health', 'Vaccines', 'Cases & Data', 'Work & School', 'Healthcare Workers', 'Health Depts', and 'More'. A secondary navigation bar features 'ACT NOW!' with icons for 'WEAR A MASK', 'STAY 6 FEET APART', and 'AVOID CROWDS'. The left sidebar lists categories: 'Laboratories', 'Resources for Labs', 'CDC Lab Work', 'Lab FAQs', 'Guidance Documents', 'Communication Resources', and 'What's New'. The main content area is titled 'Information for Laboratories about Coronavirus (COVID-19)' and includes a 'Get Email Updates' form. A featured article titled 'Using Antigen Tests' is highlighted with a blue box. Below the article, there are links for 'CDC Diagnostic Tests and Supplies', 'Test for Flu and COVID-19', and 'Test for COVID-19 Only'.

Laboratory Biosafety

Workplace Safety

Point-of-Care Testing

Laboratory Reporting

www.cdc.gov/coronavirus/2019-nCoV/lab

Support for Rollout of Antigen Testing

- Developed algorithms to reduce risk and increase efficacy
- Updated Public Health laboratories on use of tests
- Published guidance both for the testing algorithm and the tests that were being cleared through FDA
- Connected laboratory communities for learning about specific issues with tests that seemed anomalous at a local level, but were actually part of a larger pattern
- Established workforce training (e.g., **often** correctly performing the COVID-19 test was **often** tied to the expertise of those collecting swabs)



Challenges, Considerations, and Lessons Learned for Leadership



Challenges Facing Leaders During a Crisis

- Acting and decision making with limited information
- Managing urgent needs and quickly changing priorities
- Managing expectations of leadership and staff
- Supporting new processes as new information becomes available



Important Considerations for Leaders During a Crisis



Focus on

The mission



Learn

The strengths and limitations of team members



Be

Transparent – share what you know and what you don't know

Lessons Learned from Leading During a Crisis

- Don't overlook the intangibles
 - Workforce wellness
 - Staff burnout, juggling personal commitments
 - Challenges of a virtual environment
 - Strengthening morale (e.g., music, team member recognition)
- Collaborate, collaborate, collaborate with internal and external partners
- Communicate clearly
- Be open and empathetic





Prepare and Practice

Emergency Management Training

- Senior Leader Incident Command System
- Planning and Decision-Making Process in Emergency Response
- Advanced Incident Command System
- Homeland Security Exercise and Evaluation Program
- EOC Day One Training
- Public Health Readiness Certificate Program



Prepare and Practice *continued...*

Exercises

- U.S. Army Exercises and Operations
- Bio-Response Operational Testing and Evaluation Interagency Full-scale Exercise for Anthrax
- Exercise Design Team for CDC's Anthrax Laboratory Surge Exercise



Prepare and Practice *continued...*

Partnership Engagement and Committee Service

- APHL Biosafety and Biosecurity Committee
- DHS National BioWatch Program Advisory Panel
- DoS Bureau of Diplomatic Security, Weapons of Mass Destruction Exercise Planning Committee
- FDA Diagnostic Methods for Foodborne Agents Advisory Panel



Emergency Management Training and Resources

FEMA Emergency Management Institute
www.training.fema.gov/emi





CDC Laboratory Exercises

- Anthrax Laboratory Surge Full Scale Exercise (2013)
- Influenza Virus Tabletop Exercise (2019)
- High-containment Lab Tabletop Exercise (2019)
- High-containment Lab Functional Exercise (2019)

Clinical Laboratory Partnerships

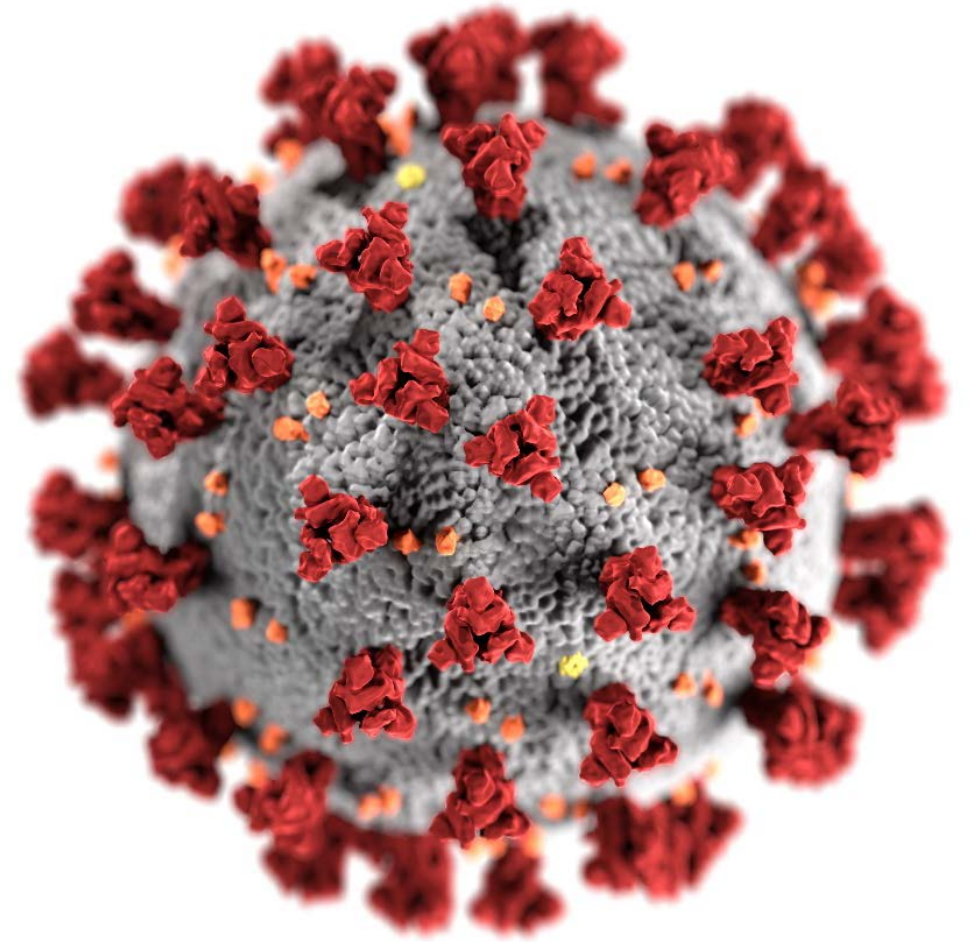


Summary

- There will be challenges when leading during a crisis
- Three important considerations:
 1. Stay mission-focused
 2. Know team members
 3. Be transparent
- Be mindful of wellness, work/life balance, and staff morale
- Prepare and practice when not facing a crisis

Q&A





For more information, contact CDC
1-800-CDC-INFO (232-4636)
TTY: 1-888-232-6348 www.cdc.gov

The findings and conclusions in this report are those of the authors and do not necessarily represent the official position of the Centers for Disease Control and Prevention.

