IAC17 Information xChange Session

Risk Management – Awareness & Preparedness

Thought Leader: David Cook, Executive Director – Events, YPO
IAC Association Perspective: Cornelia Horner, COO, American Land Title Association
IAC Corporate Perspective: Amy Ewing, Senior Vice President, Wells Fargo Corporation
ALHI: Laura Arth, Regional Vice President, Mid-Atlantic

David Cook:
The right risk management process/decisions is/are preferable;
The wrong risk management process/decisions is/are regrettable;
No risk management process/decisions is/are unforgivable.

Over the past 10 years, YPO has seen their membership become more global. They are going into destinations they've never been before such as Egypt, Saudi Arabia and Pakistan. They needed to update their risk management procedures, so in 2013 they hired a consulting firm. The consulting firm said their processes needed to be consistent across events so they implemented these three steps:

1) **Perform a risk assessment on a particular destination regardless of location by:**
   - Consulting the media to assess the political situation and possible terrorist threats
   - Having their risk management/security company rank a destination in terms of risk from 1-5
   - Use state department and other government resources from countries such as Canada, Australia and the UK to see what they recommend for their citizens traveling to particular destinations
   - Speak with YPO members in the destination to get their feedback on the local situation

2) **Start the planning process once the decision is made to move forward with the destination during which time they will:**
   - Continue to monitor the situation to decide if they need to pull out of a destination
   - Talk to local officials and know who their emergency contacts would be in those destinations in terms of hospitals, hotel security, etc.
3) Execution of program during which they implement CART – Crisis Assessment and Response Team

- Empower the planner or event team on site to assess a situation and determine if they need assistance (example: a broken leg versus a hotel fire or a bus accident that impacts multiple people)
- Step-by-step list on how to react to certain situations and a 24 Hour Call Center
- If needed, they will implement a conference call to assess the situation and have someone write down the action steps. Writing down the steps and who is accomplishing is crucial to the process.
- Take into consideration who must be involved at the executive level – CFO (if money needed), HR (if staff involved), communications department for media, etc.

Constantly review and evaluate the process. It continuously evolves. Bottom line, if you are in charge, you must have a plan.

CART has worked so well for them they are now implementing it for non-emergency situations.

Amy Ewing:

- Meets monthly with head of corporate security to review event calendar to discuss the various destinations and discuss potential threats
- Security detail will go on site if needed
- Be aware of risk possibilities based on what's going on in the world
- Has a team of 100 planners and empowers them to handle situations
- Has a document that she requests hotels complete to provide information such as the location of defibrillators, who at the hotel level is medically trained and in what areas, local hospital information, etc.

Mobilize Rescue System

The average emergency response time is nine minutes. Amy recommended the app based Mobilize Rescue System, an interactive first aid system that includes the knowledge and equipment untrained bystanders need to lend a hand during unexpected medical emergencies such as CPR, amputation, choking, severe bleeding, etc. It does not include an EpiPen or Naloxone/Narcan (used to treat a narcotic overdose) since these require a prescription.

Mobilize Rescue System Contact Information:
Jennifer Snyder
704-320-5615
mobilizejen@gmail.com
www.mobilizerescue.com

Cornelia Horner:

Her organization uses a risk assessment matrix ranking these factors:

- Likelihood that something could happen such as weather, flight delays, etc.
- Impact of something happening such as a protest in the destination or a speaker not making it to an event, etc.

Additionally:

- Need to consider what type of insurance and how much needed
- Make sure her team is prepared for different scenarios
- Have information at local level such as a pharmacy, hospital, meeting point during a fire drill or evacuation, etc.
Safety/ Scenario A:
You are in the middle of your general session with 1,200 attendees in your group and you are notified by the hotel CSM that there has been a bomb threat made at the hotel.

What do you do in that moment?

- Take 30 seconds to come up with a plan of what you want to communicate to the attendees before approaching the podium
- Instill calmness
- Ask attendees not to use their cell phones/devices. Portable radios, cellular phones, digital phones, or any other electronic devices have the capacity to detonate an explosive device. "There is an emergency, please stand and calmly proceed to the exits and follow the hotel staff outside. We ask that you also not use your cell phones/devices", for example.
- Implement the check in process to connect with attendees to make sure they are OK (depending on situation)
- Be prepared to have GM or Director of Security assume control of your group
- During an active shooter situation, blocking the doors with everything in the room will increase chance of survival versus hiding only.

How could you have prepared for this?

- Have pre-planning meetings with security of the hotel and walk through the property with them
- Ensure that the hotel has an evacuation/emergency plan and find out who the lead contact is
- Ensure the hotel has a relationship with their local authorities
- Ensure that hotel knows that your group is at high risk for conflict
- Identify who the lead contact would be within the planner organization
- During housekeeping notes, make sure the attendees know where the exits are
- Implement a check in process to connect with attendees to make sure they are OK
- Have attendees subscribe to SOS (Text and E-mail Alerts) so you can swiftly provide attendees information regarding unexpected events
- Test your procedures and go through the scenarios to make sure they work.

Hotelier Examples:

Kempinski Hotels -- Is starting to offer drills in which they have their security department run through the evacuation plan with the planners and/or attendees.

InterContinental Boston –
- Does drills and establishes a communication plan
- Uses hotel resources to communicate with attendees such as automated voicemail and tickers at the bottom of the televisions
- Designates someone from the hotel to handle various roles: Contact hotel guests in their rooms
- Talk to callers calling into the hotel
- Secure perimeters and only allow registered guests to enter

Mandarin Oriental Las Vegas - Has 29 crisis scenarios that they test.
Weather/ Scenario A:
It’s arrival day at your four-day conference in the Dominican Republic with a group of 300 attendees including spouses and guests. You’ve just been made aware that a major storm has suddenly built up strength and turned course, it is now expected to be a level 3 hurricane and possibly hit your area on the final day of your event.

What do you do at this time?

- Meet with hotel management team to discuss their plan
- Find out government evacuation plan
- Determine a communication plan
- Get message out to attendees to alert them of the situation and perhaps deter them from continuing their travels to the destination
- Determine who has arrived, availability of air travel to get attendees evacuated, if necessary
- Establish food and beverage levels with the hotel for those who must stay on site
- Consider the risk of having the meeting versus canceling the meeting

How could you have prepared?

- Consider the implications of booking a program during that time
- Make sure you have adequate insurance and that the force majeure clause is solid in the contract including attrition versus cancellation due to weather
- Find out if the hotel offers a supplemental insurance
- Find out the protocol and procedures of the hotel and local agencies in certain scenarios
- Find out how the hotel guards the guests when infrastructure is down
- Find out if the hotel has generators
- Develop a plan and put it in writing
- Establish a communication plan (ex. push notifications)
- Use resources that are not being impacted by the weather such as travel agencies not in the destination
- Always have one team member with a satellite phone in order to maintain communications

For the hotel management team: need to consider how you would communicate with your employees when they have to evacuate to know where they are and notify them when they can return to the hotel.
International/ Scenario A:

You have a delegation of VIPs at an international conference in Turkey. You’ve received word that terrorist attack has taken place just one mile away from your hotel injuring dozens of people and killing 8.

What is the first thing you do? Who is your single point of contact giving you trustworthy information?

- Establish where are your VIPs are
- Secure the perimeter
- Work with the security of the hotel
- Obtain contact information for local hospitals, etc.
- Implement the designated check in process to connect with attendees to make sure they are OK
- Be prepared to have GM or Director of Security assume control of your group

How could you have prepared for this?

- Obtain emergency contact information for all attendees
- Provide attendees tips for safe travel
- Remind them of the emergency guidelines of the hotel
- Provide attendee contact information to the American consulate
- Have copies of all attendees’ passports
- Have attendees sign a document stating they have read the emergency plan
- Implement a check in process to connect with attendees to make sure they are OK
- Establish a meeting point if attendees cannot make it back to the hotel
- Identify the evacuation plan
- Know where your attendees are at all times and be able to reach them
- Alert attendees of alternate method of communicating should need arise
- Invest in a satellite phone
- Have a staff member on each floor to check on attendees
- Use the Smart Traveler Enrollment Program (STEP) which registers the traveler with the embassy and give them a safe place to go if needed
- Insert a clause in the contract that the hotel will confidentially share their evacuation plan with you
- Establish a dedicated communications lead and a contact that is not in the destination.
Medical/ Scenario A:

On day two of your program you find out that as many as six of your 350 attendees have been to the medical center and have symptoms of a severe and contagious flu virus.

What do you do in that Moment?

- Work with the hotel as a team
- Determine possible source of the illness
- Communicate swiftly and accurately
- Ask anyone not feeling well to alert you
- Notify others and monitor them
- Ask anyone not feeling well to stay in their room and not attend the meetings
- Have hotel disinfect public space
- Provide antibacterial hand sanitizer stations
- Eliminate self-service food and have food served to the attendees (plated versus buffet)
- Maintain a log for the health department
- Bring in a doctor

How could you have prepared for this in advance?

- Contact Health and Human Services department to inquire of any new issues
- Communicate to attendees any risk to them in advance of the meeting
- Find out hotel protocol for these situations
- Establish a communication plan
- Obtain contact information for on-call doctor
- Establish one point of contact for communication with the media or family members, if applicable
- Obtain contact information for a cleaning company
- Obtain emergency contact information for all attendees
- Provide attendee allergy information to the hotel
- Contract for an EMT or Doctor to be on site