“The pandemic which has just swept round the earth has been without precedent.

There have been more deadly epidemics, but they have been more circumscribed; there have been epidemics almost as widespread, but they have been less deadly.

Floods, famines, earthquakes and volcanic eruptions have all written their stories in terms of human destruction almost too terrible for comprehension, yet never before has there been a catastrophe at once so sudden, so devastating and so universal…”
The Lessons of the Pandemic: Major George A. Soper ............... 501

The Freas System: Dr. W. L. Estabrooke ... 506

Organization Meeting of the American Section of the Proposed International Astronomical Union: Professor Joel Stebbins ........ 508

Scientific Events:—
War Researches at St. Andrews University;
The Department of Bacteriology and Public Health at Yale University; Base Hospital,
No. 21, of the Washington University School of Medicine; The Chemical Warfare

The pandemic which has just swept round the earth has been without precedent. There have been more deadly epidemics, but they have been more circumscribed; there have been epidemics almost as widespread, but they have been less deadly. Floods, famines, earthquakes and volcanic eruptions have all written their stories in terms of human destruction almost too terrible for comprehension, yet never before has there been a catastrophe at once so sudden, so devastating and so universal.

The most astonishing thing about the pandemic was the complete mystery which surrounded it. Nobody seemed to know what
The Lessons of the Pandemic

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The most astonishing thing about the pandemic was the complete mystery which surrounded it. Nobody seemed to know what it was.
1. Understand

2.

3.
Coronavirus declared pandemic: what now?
119,960,700 confirmed cases of COVID-19 including 2,656,822 deaths

Source: nationsonline.org
### 6 criteria for moving to ease lockdown restrictions

<table>
<thead>
<tr>
<th>WHO criterion 1:</th>
<th>Evidence shows that COVID-19 transmission is controlled</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHO criterion 2:</td>
<td>Sufficient public health and health system capacities are in place to identify, isolate, test and treat all cases, and to trace and quarantine contacts</td>
</tr>
<tr>
<td>WHO criterion 3:</td>
<td>Outbreak risks are minimized in high vulnerability settings, such as long-term care facilities and congregation settings</td>
</tr>
<tr>
<td>WHO criterion 4:</td>
<td>Preventive measures are established in workplaces, with physical distancing, handwashing facilities and respiratory etiquette in place</td>
</tr>
<tr>
<td>WHO criterion 5:</td>
<td>Manage the risk of exporting and importing cases from communities with high risks of transmission</td>
</tr>
<tr>
<td>WHO criterion 6:</td>
<td>Communities have a voice, are informed, engaged and participatory in the transition</td>
</tr>
</tbody>
</table>

Source: World Health Organisation
Mission: To reduce deaths from coronavirus, to reduce non-virus harms for the population, and to keep health and care staff safe and supported.
4 Harm Framework

COVID-19 health harm
Impact on health & social care service
Social harm
Economic harm
Our weapons against COVID-19 health harm

- Test and Protect
- Vaccines
- Healthcare for infected patients
- Non Pharmacological Interventions
COVID-19 deaths by week of registration Scotland, 2020-21

Source: National Records of Scotland
Emergency & planned admissions
Scotland

Source: NHSScotland open data platform, February 2021
% of Children physically attending school in Scotland, January 2021

Source: Scottish Government COVID-19: trends in daily data for Scotland
Scottish Welfare Fund
Crisis Grant applications

Source: Scottish Government, January 2021
Central Scenario Unemployment Rate %

Unemployment Rate (%), with uncertainty fan chart

Source: Scottish Government
Scotland’s approach....

COVID-19 Interventions:
- Strategic communications
- NHS reprioritised
- Lockdown
  - School closure
  - Business closure
  - Travel ban

Public Health Interventions to support reopening:
- Reduce infections
- Manage outbreaks
- Targeted communication
- Workplace mitigation
- Test and Protect
- Quarantines from abroad

Reopening the country:
- Transport return
- Healthcare remobilisation
- Business reopening
- Schools reopening
- Sports return

Regional and national lockdowns:
- Home working where possible
- Non-essential shops closed
- Travel bans
- School closure after Xmas
- Vaccine rollout commences

What’s next?
- Vaccination for all
- Local lockdowns where needed
- Ongoing precision test and protect
- Updated Routemap

Mar  May  July  Sept  Dec  Jan  The future...
1. Understand
2. Lead
3.
Adapted from Stacey
Adapted from Stacey
High Impact Leadership Behaviours

- Person Centeredness
- Front Line Engagement
- Relentless Focus
- Transparency
- Boundarilessness
Person Centeredness
Front Line Engagement

Source: Joe Smith
Relentless Focus

Healthier Scotland

Scottish Government

NHS Scotland

FACE COVERINGS  AVOID CROWDS  CLEAN HANDS  TWO METRES  SELF-ISOLATE
Transparency

COVID-19 in Scotland
Daily update

Last updated: 16 March 2021

This page shows the latest available figures on new positive cases, testing, hospital admissions and deaths.

<table>
<thead>
<tr>
<th></th>
<th>Scotland</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Newly reported</td>
<td>Total</td>
<td>Up to</td>
</tr>
<tr>
<td>Positive cases</td>
<td>597</td>
<td>210,605</td>
<td>15 March 2021</td>
</tr>
<tr>
<td>Test positivity rate (% of tests that were positive)</td>
<td>3.8%</td>
<td>5.0%</td>
<td>16 March 2021</td>
</tr>
<tr>
<td>Tests</td>
<td>17,208</td>
<td>4,862,277</td>
<td>16 March 2021</td>
</tr>
<tr>
<td>Deaths (Covid confirmed)</td>
<td>7</td>
<td>7,517</td>
<td>16 March 2021</td>
</tr>
<tr>
<td>Hospital admissions</td>
<td>33</td>
<td>23,745</td>
<td>12 March 2021</td>
</tr>
<tr>
<td>ICU admissions</td>
<td>5</td>
<td>1,834</td>
<td>15 March 2021</td>
</tr>
</tbody>
</table>

The 'Newly reported' figures are the raw number of reported cases, tests, deaths and admissions since the dashboard was last updated. These figures may include some new historic data for previous days due to delays in data being received.
Politics
Education
Health & Social Care
Business
Third Sector
People of Scotland
Community Leaders
Media
Transport
Police
Sport
Mission: To reduce deaths from coronavirus, reduce non-virus harms for the population and keep health and care staff safe & supported

Open & Transparent Communication
- Clear, concise messaging
- Sharing information openly to all
- Use of different communication channels
- Adaptive and authentic in an ever-changing situation

Creating a safe culture
- Taking personal responsibility for issues
- Supporting National Leaders’ key messaging
- Modelling leadership behaviours

Reflective Practice & Support
- Keep a clear focus on the mission at all times
- Set up a core team of trusted colleagues
- Network with others and give mutual assistance
- Understand & utilise everyone’s ‘strengths
- Personal resilience – connect to what’s important

To deliver clear, accountable leadership in a pandemic

Mission: To reduce deaths from coronavirus, reduce non-virus harms for the population and keep health and care staff safe & supported.
1. Understand

2. Lead

3. Breathe
It is worth while to give more attention to the avoidance of unnecessary personal risks and to the promotion of better personal health.
The great pandemic lesson is:
The great pandemic lesson is:

NOT NEW.
The great pandemic lesson is:

Every system is perfectly designed to get the results it gets.

P. Batalden
The Lens of Profound Knowledge
MARTY, WHATEVER HAPPENS

DON'T EVER GO TO 2020
@jasonleitch