



Challenges in Rebuilding: Lessons Learned after Major Storms

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Dartmouth
GEISEL SCHOOL OF
MEDICINE

Introductions and Assignment

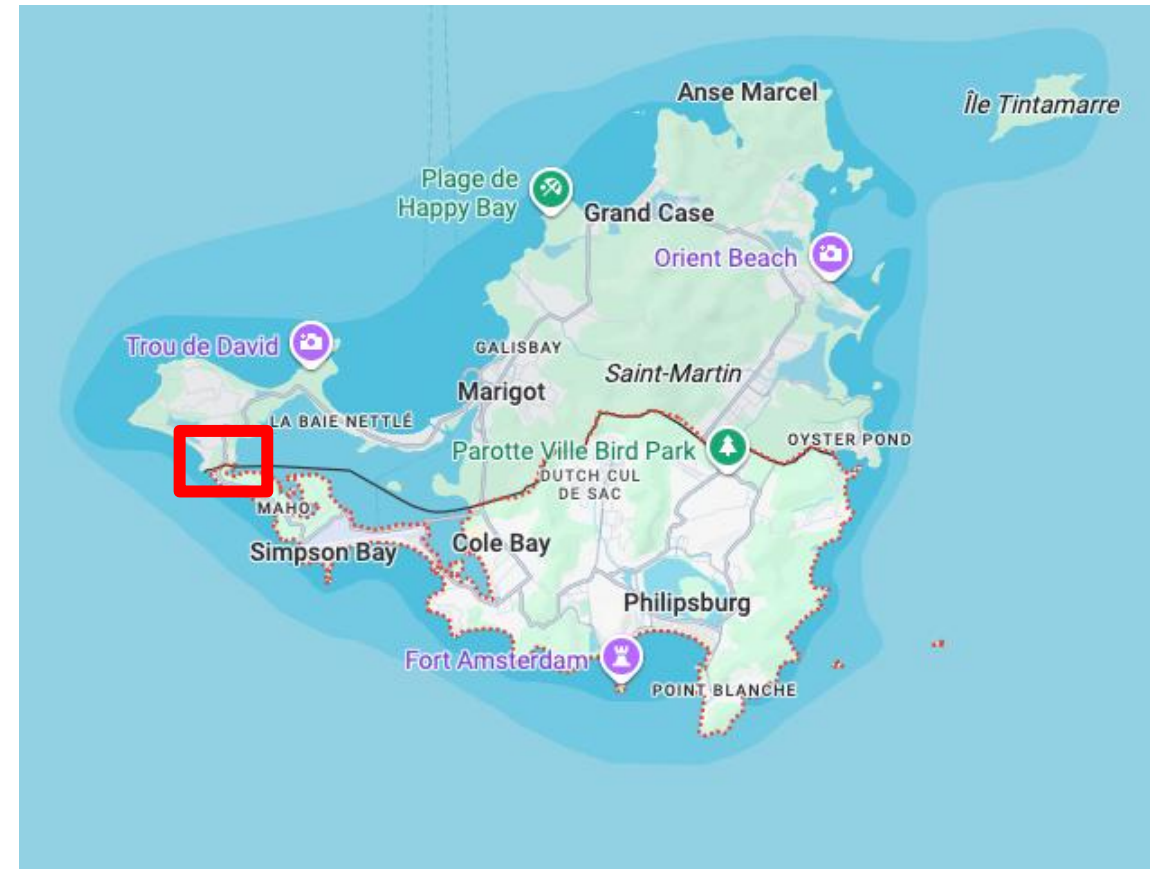
- Academic family doctor / medical educator
 - Various UME leadership roles throughout my career including Chief Academic Officer and Senior Associate Dean at an international medical school, 2017-2022
 - Drawn primarily from information available online to tell my story
-
- 1) Describe a specific immediate post-storm response
 - 2) Outline the strategic process and timeline of rebuilding
 - 3) Share my lessons learned, such as planning and prep for future events

Weather Events: Volcanos, Tsunamis, Hurricanes



Case Study

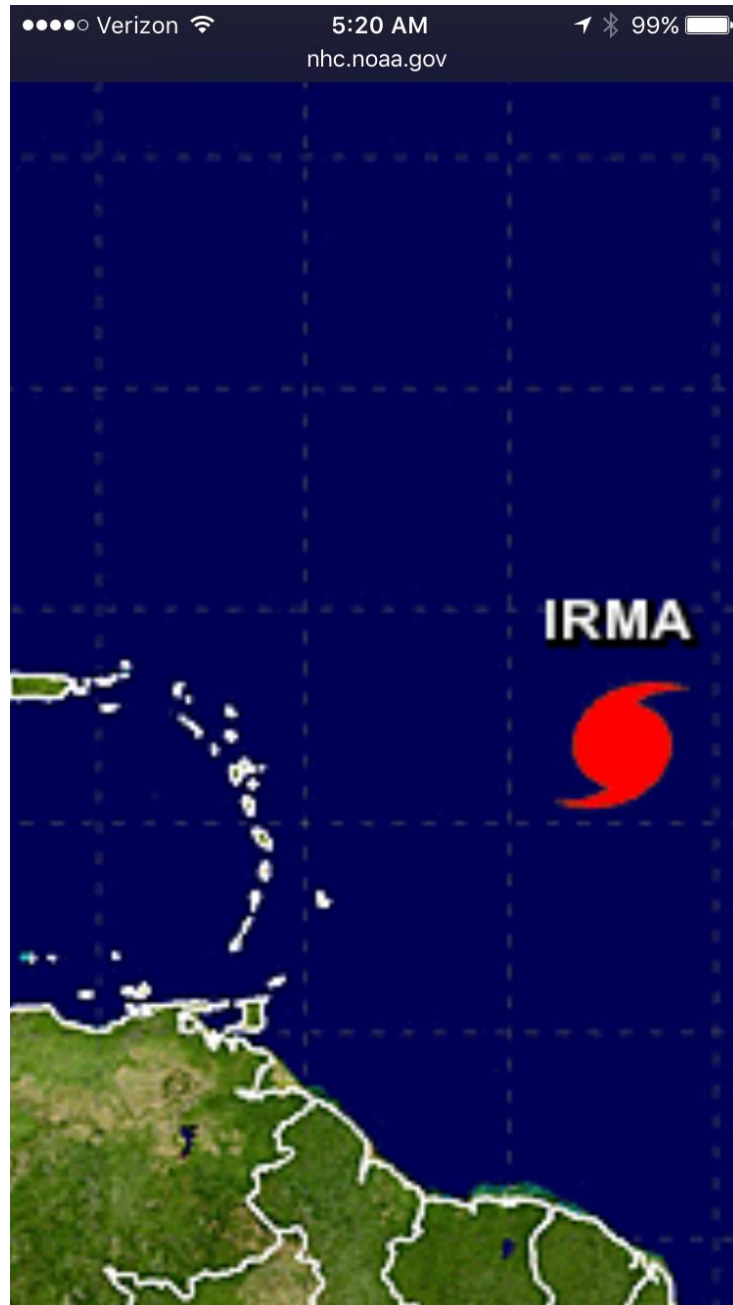
- Dean (my boss) in the US
- CAO (me) in the US
- Admin team/offices in US
- Senior leaders on campus
- The day before orientation to medical school
- Two buildings, one of which was built to withstand hurricanes
- ~ 800 people in the community – students, families, faculty, staff

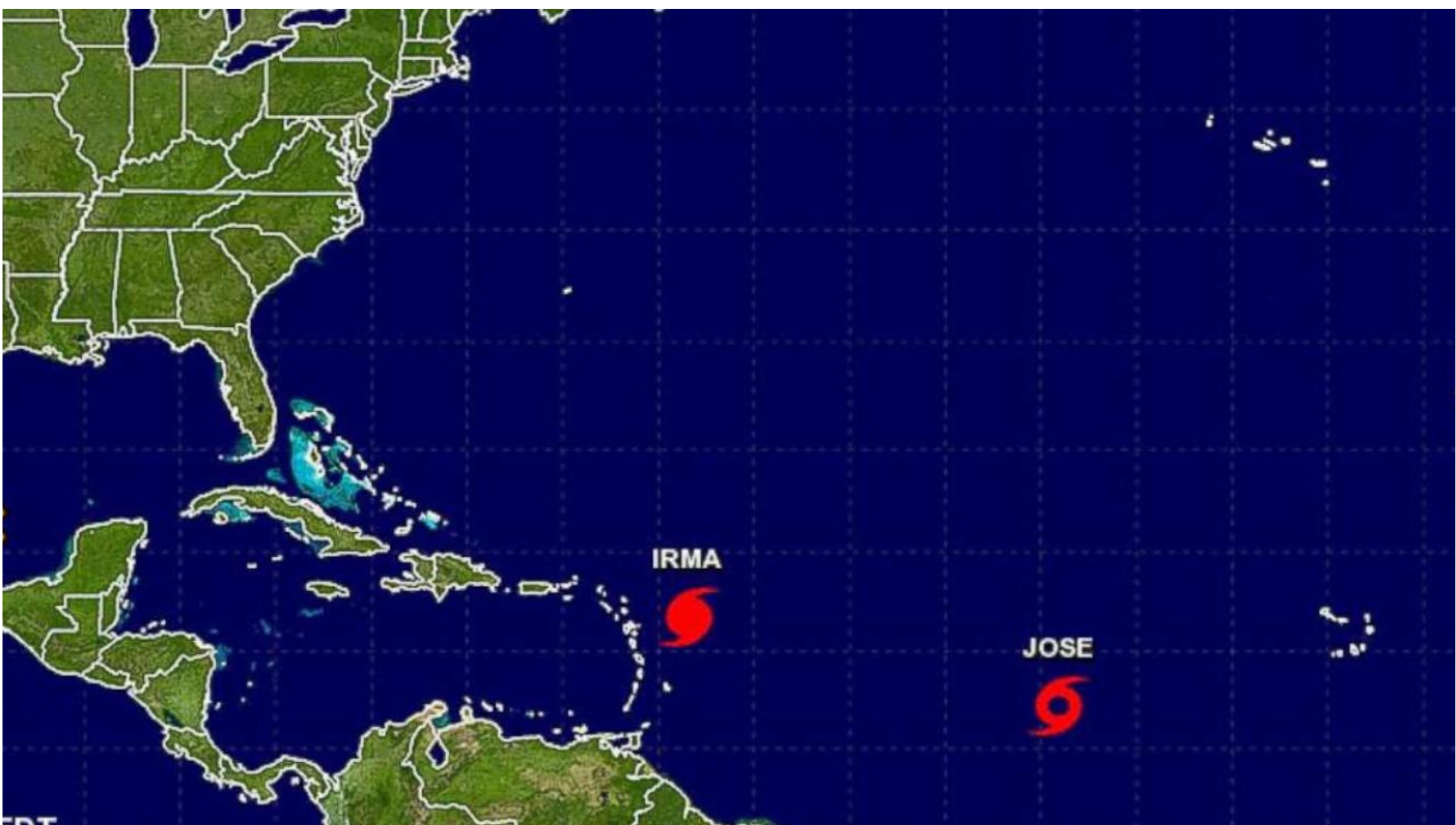


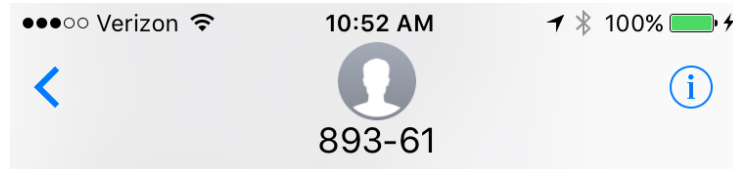
Wednesday, September 6, 2017: Hurricane Irma



https://en.wikipedia.org/wiki/Hurricane_Irma







Reply with your choice number.

3

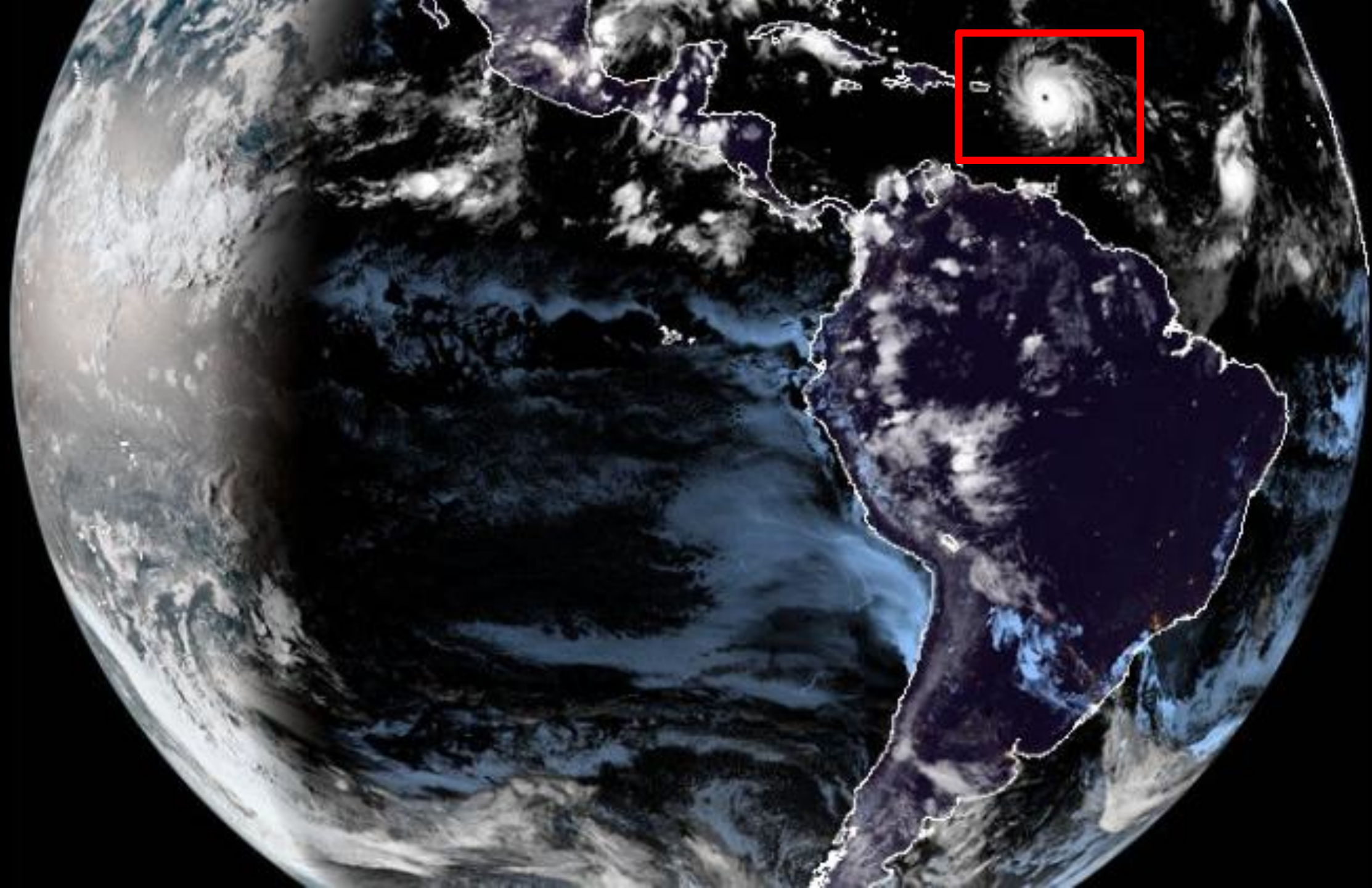
Today 10:51 AM

S: SIREN AUC -
Hurricane IRMA -
shelter on campus
Strongly encourage
you to shelter on
campus and arrive
before dangerous
weather hits late this
afternoon.
Reply with YES to
confirm.

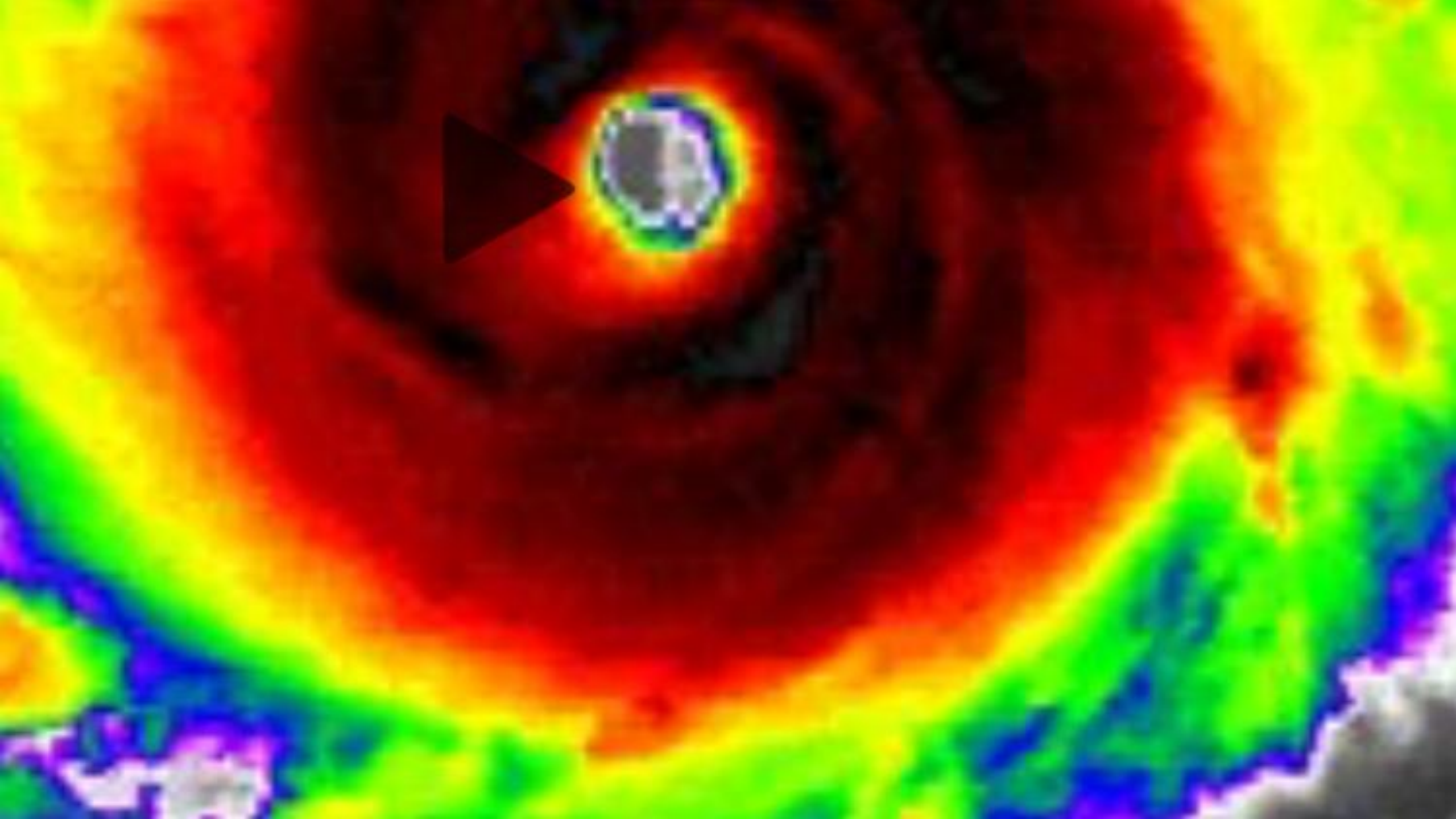


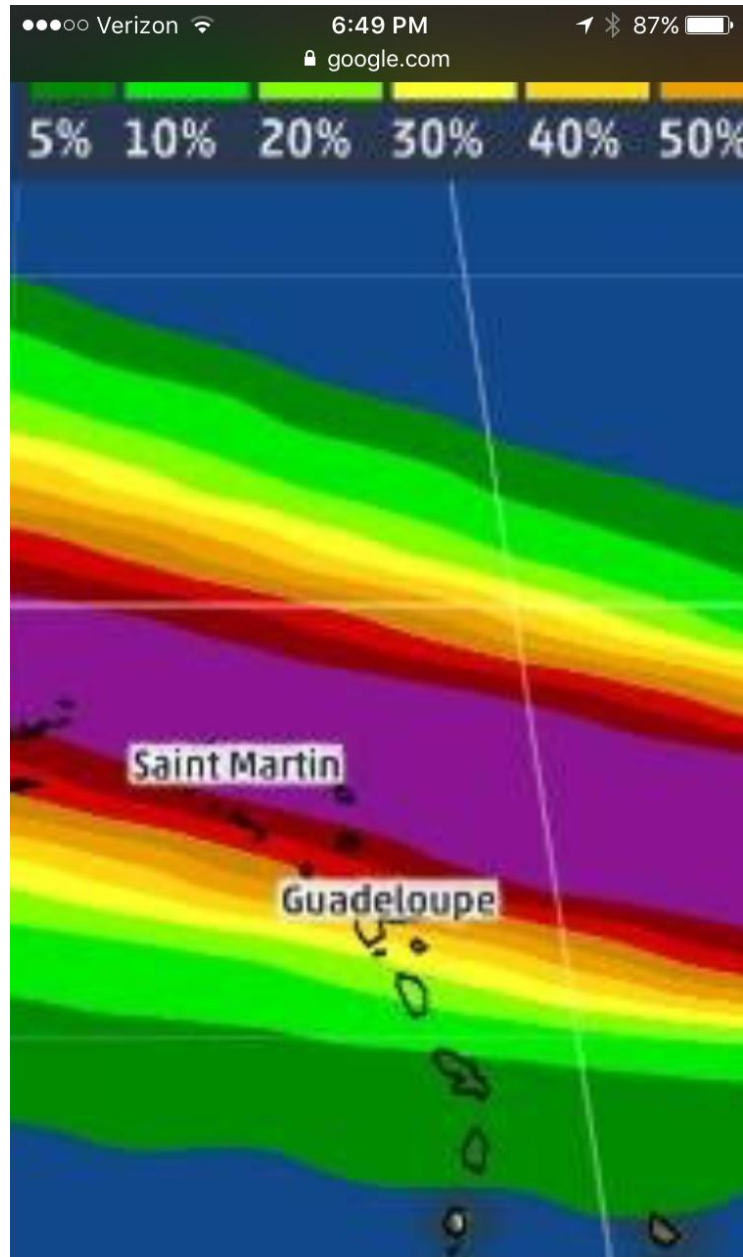
Text Message











The Day After



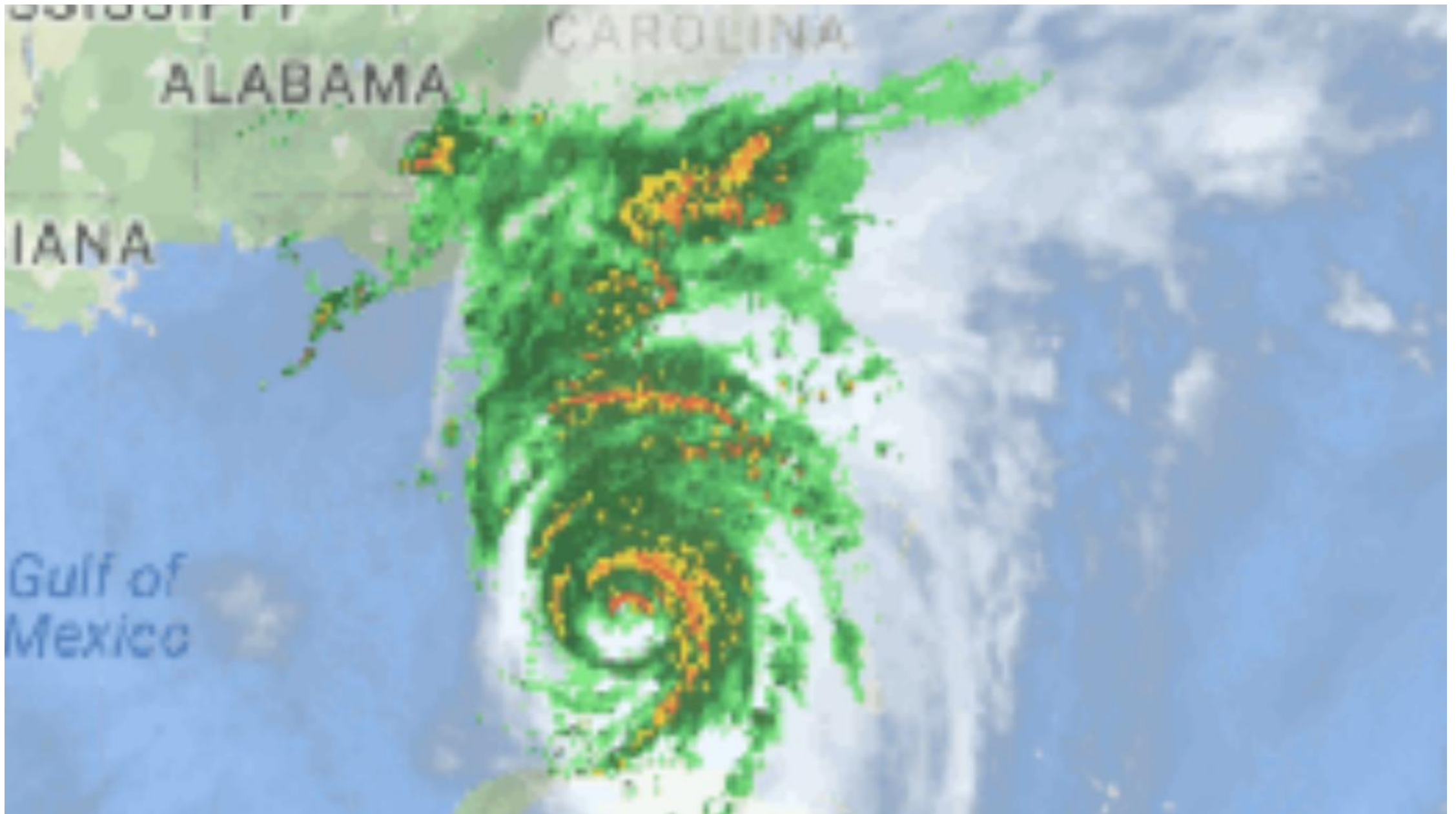




1) Evacuation and 2) Relocation

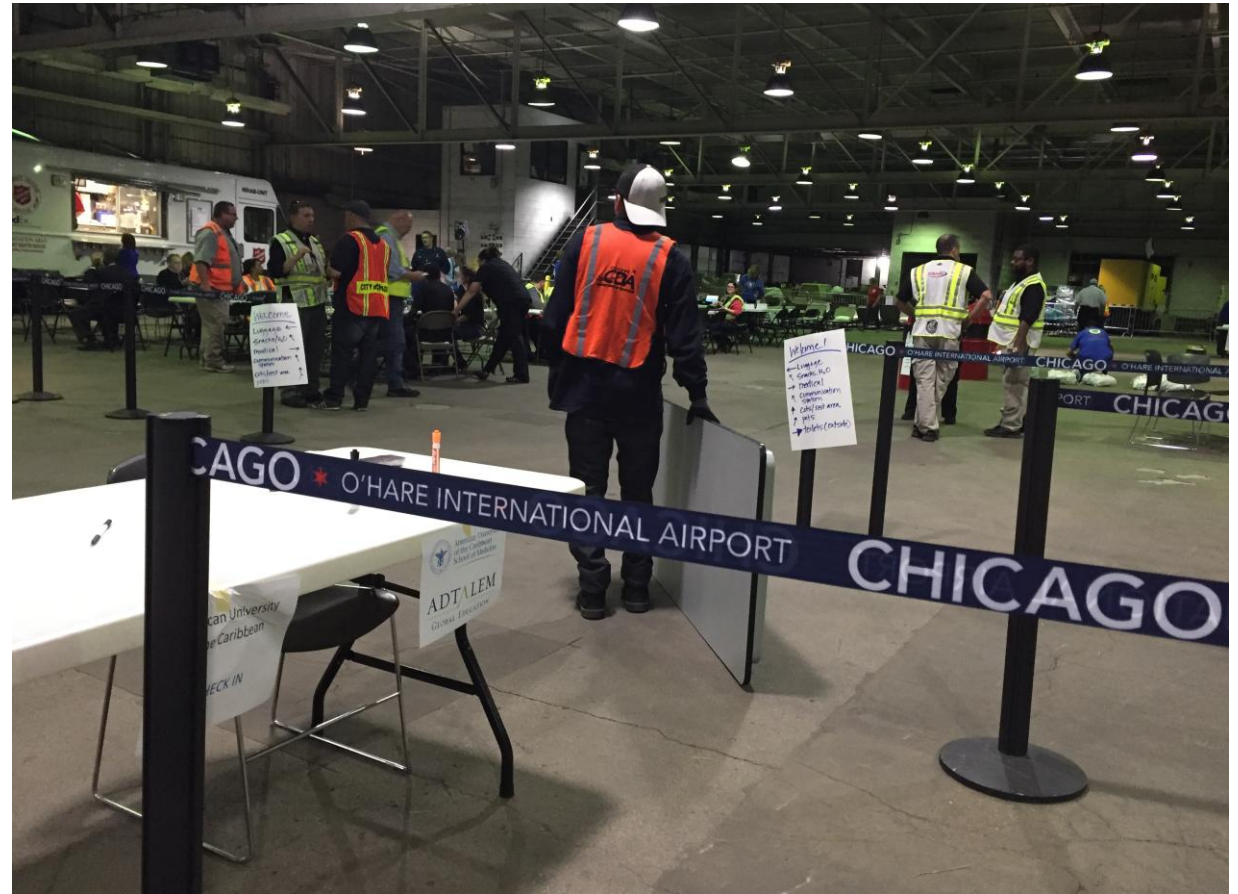
- Evacuation
- Potential relocation options (my assignment)
 - A classroom/campus location in the United States
 - A partner (hospital and/or university) in the United Kingdom
 - A cruise ship, a la “semester at sea”

<https://www.theguardian.com/uk-news/2017/oct/02/st-maarten-students-displaced-hurricane-irma-move-university-central-lancashire>



1) Evacuation and 2) Relocation

- Evacuation to Chicago
 - Took 7 days total
- Relocation to the UK
 - Took 9 days total



<https://www.theguardian.com/uk-news/2017/oct/02/st-maarten-students-displaced-hurricane-irma-move-university-central-lancashire>



M T W Th Fri
REAL student VISAS
estate decisions contracts

25th
M Tu W Th F
travel 29th

M
10/2
↓



UK Launch

- We converted a dormitory into an office building over the weekend
- We declared the academic week to be Wed-Sun, instead of Mon-Fri, so we could use more university facilities.
- Mon-Tues became our weekend.
- University facilities: Anatomy facility, library, gym





Hurricane Irma medical students transfer courses to UCLan

2 October 2017

Share  Save 



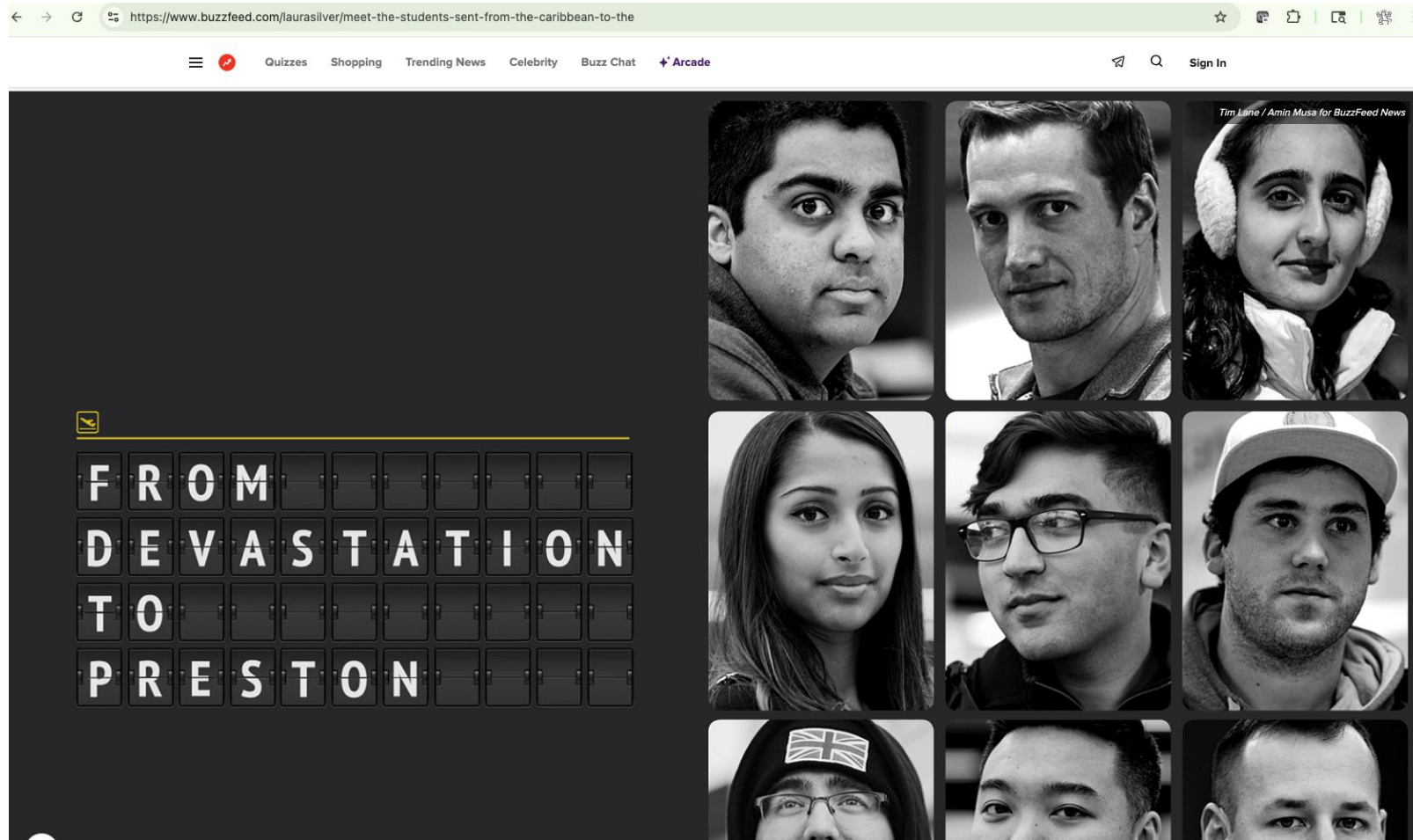
Medical students whose studies on a Caribbean island were disrupted by Hurricane Irma are to resume their courses in Preston.

About 600 students and 30 staff from the American University of the Caribbean School of Medicine (AUC) will transfer to University of Central Lancashire (UCLan).

They are visiting to finalise details.

AUC already has links with East Lancashire Hospitals Trust (ELHT), which in turn works with UCLan.

Buzzfeed News





The Guardian

Internationalisation: award winner and runners up

In the aftermath of Hurricane Irma, University of Central Lancashire welcomed more than 700 medical students and staff from Sint Maarten



📷 Ricardo Barranon, left, and Nathaniel Minigh, two of the 700 students, lecturers and staff from the American university of the Caribbean, relocated to the University of Central Lancashire in Preston. Photograph: Christopher Thomond/The Guardian

Winner: University of Central Lancashire
Project: From Devastation to Preston

[Home](#) > [Update](#)

12 October 2018

Strengthening Sint Maarten: Lessons learned after Hurricane Irma

Source(s): [Natural Hazards Center](#)

By Yared Abayneh Abebe, Neiler Medina Peña, and Zoran Vojinovic

Recovering from the devastation of a Category 5 hurricane can be a challenge for any nation, but the cultural make up of Sint Maarten—the Dutch portion of the island known as Saint Martin—poses special challenges. After Hurricane Irma struck the island in September 2017, our team went on a fact finding mission and learned that there were improvements to be made in how warnings were issued, how evacuations were conducted, and how communities rebuilt after storms.

Hurricane Irma, the strongest hurricane on record in the Atlantic basin outside of the Caribbean Sea and Gulf of Mexico, made landfall as a Category 5 hurricane on the island of Saint Martin on September 6, 2017. Irma's strong wind was the primary cause of widespread devastation on the island, killing and injuring people and damaging properties and infrastructure. This, in turn, affected the tourism-led economy, as visits to the island declined and many lost their jobs.

Since the storm, the government of Sint Maarten has engaged in a recovery and reconstruction program based on the United Nation's premise of [building back better](#), which addresses restoration of infrastructure and revitalization of livelihood and economies to make communities less vulnerable to future disasters and increase their resilience. To support the recovery and reconstruction, a team of researchers from the European Union-funded [PEARL](#) (Preparing for Extreme And Rare events in coastal regions) project went on a fact-finding mission to Sint Maarten. The team carried out workshops, interviews, and household surveys five months after Irma's landfall to assess hurricane warnings, evacuations, and people's

ATTENDING

Going to Medical School in Preston, UK

University of Lancashire Preston is in the heart of the city, just minutes away from its vibrant shopping centre, attractions and nightlife. Home to a thriving international community of over 38,000 students and staff, all university accommodations are located within a short walk of the campus - so you'll never have to worry about being late for lectures.

University of Lancashire has been [ranked #1 in The Times](#) among 50 U.K. universities for "Price of Uni Life" for rental payments, drink prices, takeaways, bus fares and gym subscriptions.

In Preston, University of Lancashire is now one of the U.K.'s largest universities with a staff and student community approaching 38,000. The university has an established research reputation with world-leading or internationally excellent work taking place within the areas of business, health, humanities and science.

University of
Lancashire

[REQUEST INFORMATION](#)[VIEW MD PROGRAM >](#)

Even the Waffle House has a Disaster Playbook

- Waffle House prides itself on being open 24 hours a day, 365 days/year
- ”If you get there and the Waffle House is closed? That’s really bad...”
- - Former head of the Federal Emergency Management Agency (FEMA)

Storm Menu Alternatives

	Limited	No Power	No Water	Emergency
Breakfast				
All-Star Special	X			
SEC Hashbrown Bowl	X	X		
Two Egg Breakfast, Scrambled	X	X		
Sausage Sandwich	X	X	X	X
Sausage Biscuit			X	X
Waffle	X			
Lunch & Dinner				
1/4 lb. Angus Hamburger	X	X	X	X
Double Angus Hamburger	X	X		
Grilled Chicken Sandwich (where available)	X	X	X	X
Grill Ham Sandwich	X	X	X	X
Grilled Cheese Sandwich	X	X	X	X
Sides				
Sausage	X	X	X	X
City Ham	X	X	X	X
Bacon (where available)	X	X		
Hashbrowns	X	X		X
Beverages				
Beverages	X	X	X	X

JT's 5-Step Recipe for Climate Crisis Leadership

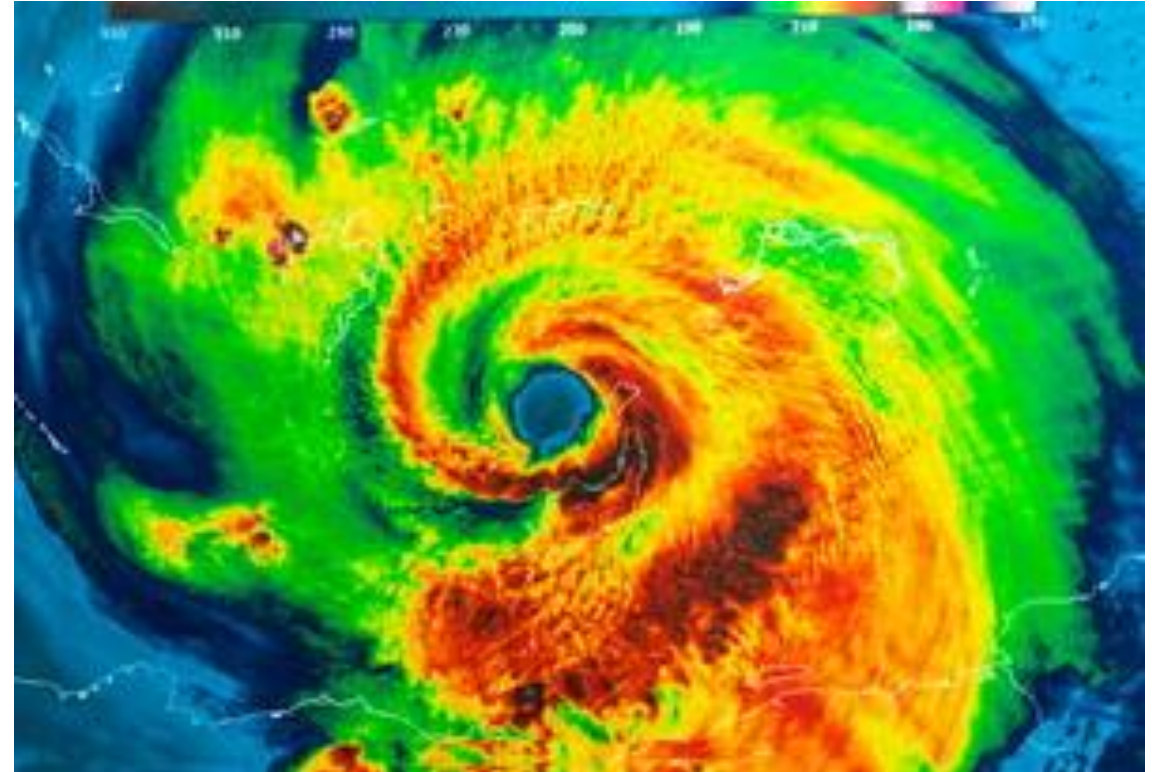
1. Preparation (data gathering / inventory)
2. Decisions (key actions include do, modify, postpone, cancel)
3. Documentation
4. Communication
5. Implementation

PEARLS:

- Keep everything as simple as possible
- Which stage of the cycle you are in? Label it!

Four Lessons I Learned about Crisis Leadership

1. People
2. Verbal Communication
3. Written Communication
4. Teamwork



1. People

- People do well, or not
- They may wax and wane
- Determine asap who is sinking and who is swimming.
- Build support and/or work around those who are struggling.
- People who are good in crises (most doctors) do #1-5 of my recipe intuitively, but not always explicitly.
- People who are less good in crises may do #2 and think they are done without having completed #1 and not realizing that someone still has to do #3-5.
 - Create a lot of work
 - Become the rate limiting step in time sensitive situations

2. Verbal Communication

- Label it as a crisis (but calmly)
- Move quickly from consensus building to executive decision making
 - Announce it
 - Announce when normalcy returns
- Meet at a set, regular rhythm - q12, q24, etc
- Use a consistent mtg platform for virtual mtgs (Zoom, Webex)
- Framing is key, helps groups to focus
- Start sentences with “At this time,” - fluid and flexible mindset
- Set up a regular mtg agenda template and reporting system / expectations
- Have constant vigilance for misalignment and course correct asap

3. Written Communication

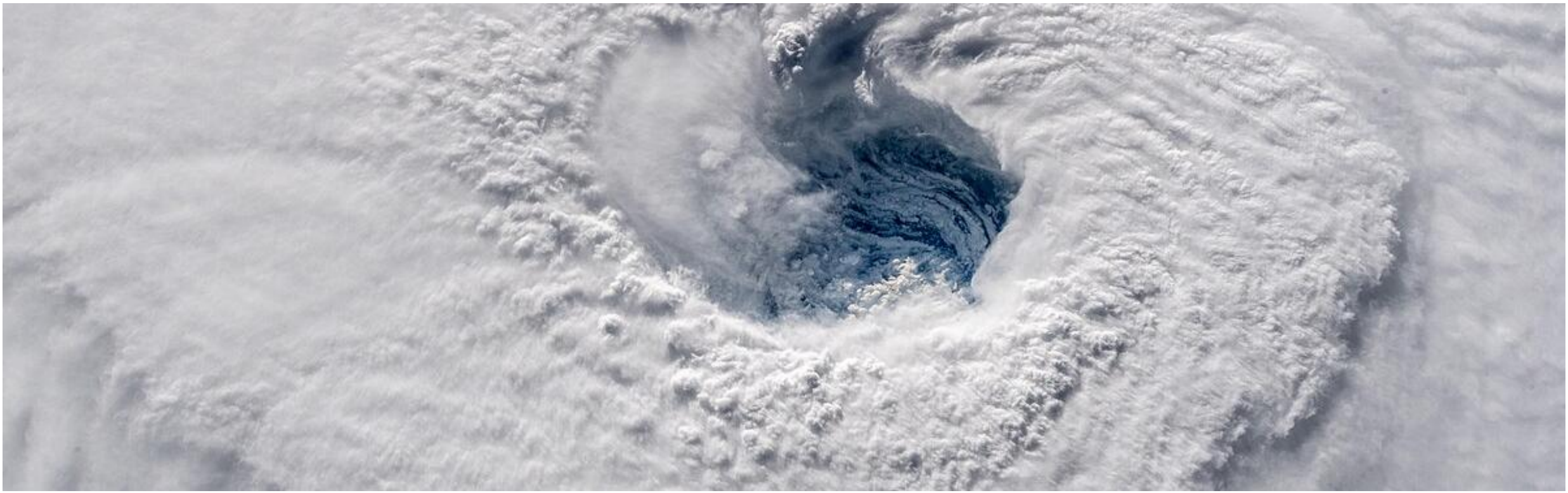
- Centralize your comms – fast
- You don't want anyone getting an email that they do not need.
- Pearls:
 - Minimize the use of email - use for sharing summary docs at regular intervals
 - Build general email addresses (to be managed by teams)
 - Teach collective vigilance on TO and CC email addresses
 - Check and double triple check your mass distribution lists, build feedback loops
 - Add people and take them off chains at the start of the message within threads. + Judy, - Jim, etc.
 - Manage your subject lines smartly
 - Use the word URGENT and ANYTHING IN CAPS judiciously
 - Commit as a group to eliminating any non-action email that says "Thank you" or similar
 - You can thank people at the start and end of a crisis and they should know you are a thankful leader in the middle through your actions.

4. Teamwork

- Build a central place in the cloud for the most current info and set up a clean, clear structure there
- Build simple systems to support real time updates (for ex, the first person on the email updates the master doc)
- Practice good version control – file names, footers, etc. – dates or V1, V2, V3
- Think ahead, look backwards, and keep good records that will be useful later

Final Thoughts

- Cancel things that can be postponed or triaged
- Try to do some of the “regular stuff” so you are not too far behind
- Simple messages are best
 - Watch language, key action words (example: postpone is different from cancel)
 - Be very concrete
 - DO X, put it WHERE and by WHEN; DON’T do Y
- Take care of yourself (“shadow of the leader”)
- It is important to debrief later
- Write and reference your Hurricane Playbook
- Conduct table top exercises, so you are better prepared for the next time



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Thank you!



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