



Jesper Juel-Helwig

Deputy Director General, Danish Health Data Authority

- **Healthcare Leadership** – Hospitals & Innovation
- **Digital Transformation** – Tech & Change
- **Public Sector Strategy** – Government & Police
- **International & Military** – UN, NATO, Army
- **Academia** – Political Science



How to plan for uncertain times

Jesper Juel-Helwig

Danish Defence

- Army officer with deployments in Lebanon and Kosovo
- Incident commander, operations officer and head of intelligence

Danish national Police

- Part of the strategic management team at Mid and West Zealand Police District
- Involved in handling the Kundby case, the increased national threat level following the Krudttønden attack, and training municipalities in emergency preparedness
- Seconded to the NYPD for 6 months to study their handling of major planned & unplanned incidents and crisis management

Deloitte management consulting

- Development of a national preparedness framework for municipalities' handling of radicalization and extremism
- Training municipalities in managing extremism and radicalization
- Deloitte's SME (Subject Matter Expert) on emergency preparedness

Chief of staff Zealand University hospitals

- Chair of the hospital's Strategic Emergency Preparedness

ATP

- Established ATP's emergency response organization for COVID-19 Deputy Chair of the emergency preparedness group

Chief of Staff Copenhagen University Hospital

- Responsible for non-clinical emergency preparedness
- Led the revitalization of the hospital's emergency preparedness concepts



A changed security context for the Nordic and Baltic region



Typology of crisis management



**Emergency
Preparednes**



**Supply Chain
Resilience**



**Security Threat
Preparedness**



**Cyber
Resilience**



**Reputational
Crisis
Preparedness**

The threats may differ — accidents, cyber attacks, supply disruptions or reputational crises — but the leadership discipline is the same.

Working with a paradigm shift

Crisis management is not about avoiding crises — it's about preparing for them and practice it to perform under pressure and prevail in the aftermath.

1. Prepare

Establish the foundation before a crisis hits. Risk assessments, crisis plans, clear roles, decision mandates, and escalation paths.

2. Prevent

Reduce vulnerabilities and avoid avoidable incidents. Early warning systems, resilience, redundancy, cybersecurity, compliance, monitoring.

3. Practise

Train the organization to operate under pressure. Exercises, simulations, and scenario-based crisis training.

4. Perform

Lead and act during the crisis. Rapid sense-making, prioritization, communication, decisive action under uncertainty.

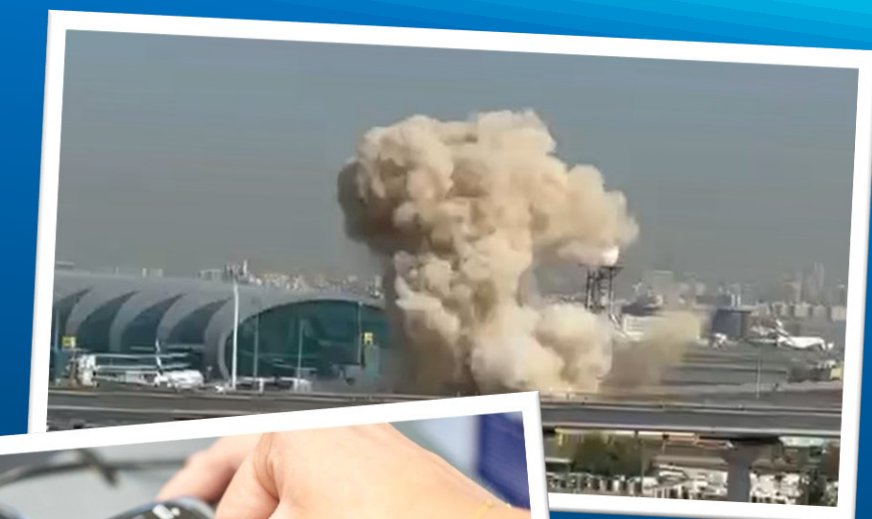
5. Prevail

Recover and emerge stronger. Stabilize operations, restore trust, capture lessons learned, embed improvements.

Is this relevant for Travel Retail?

Historically, we have focused on mitigating business risk using business logic — probabilities, forecasts, and controls.

Today, the challenge is different: managing uncertainty driven by sudden, unplanned, and often unknown events.



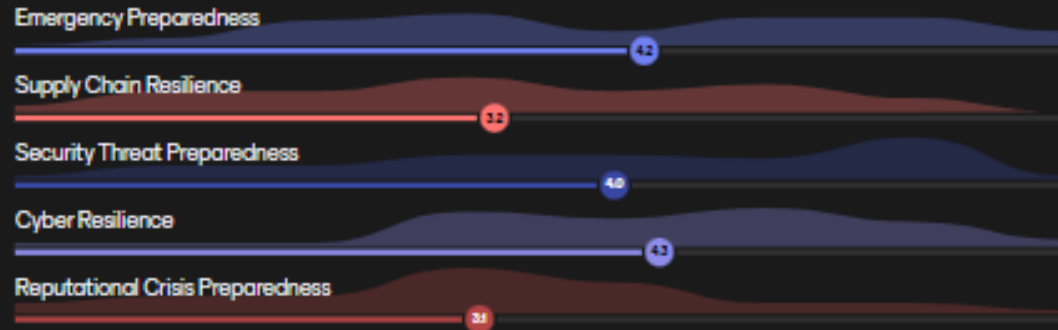
**Retail is built for efficiency.
Crisis preparedness is built for resilience.**

Self assessment

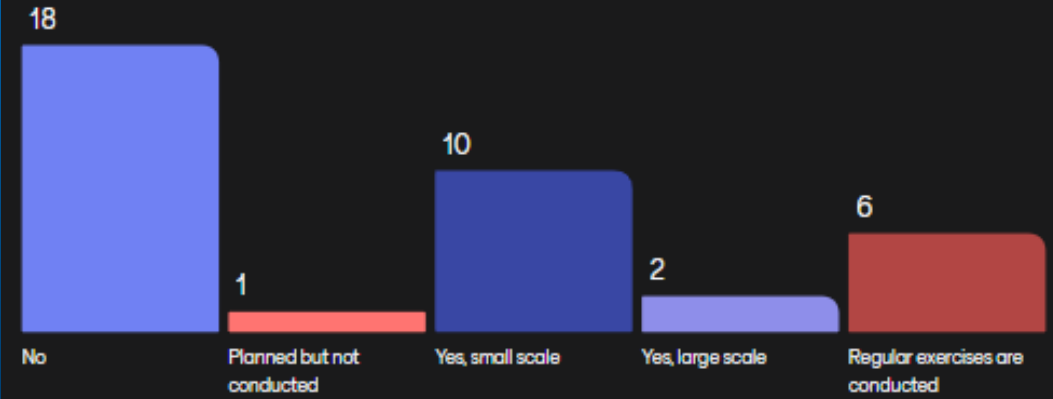
- How well do you assess your company's organizational crisis preparedness within the five types?
- Does your organization have concrete, adequate and applicable contingency crisis plans?
- Has your organization conducted internal emergency preparedness training within the last 12 months?
- Have you or your organization had to deal with a disaster response situation within the last 12 months?



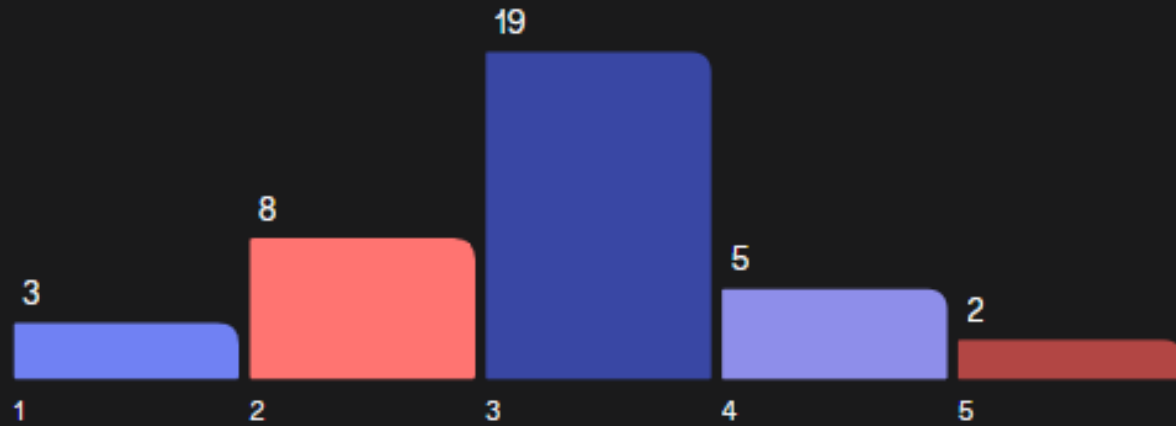
How well do you assess your company's preparedness for these five crisis types?



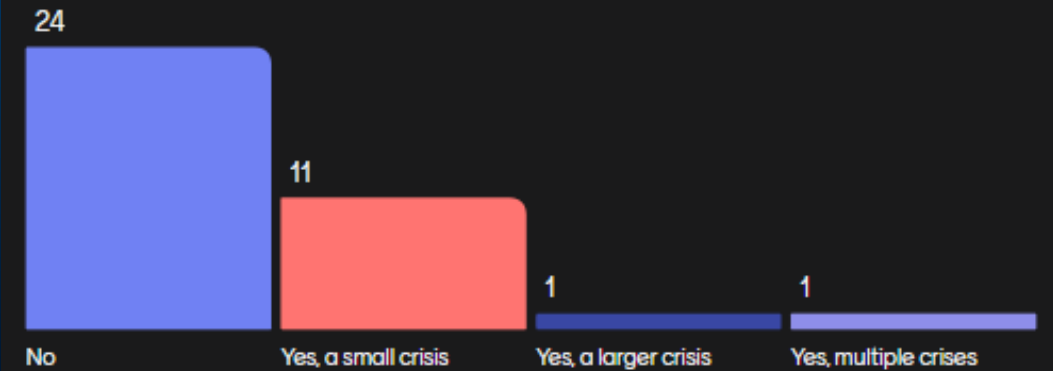
Has your organization conducted internal emergency preparedness training within the last 12 months?



To what degree does your organization have concrete, adequate, and applicable contingency crisis plans? (5 being best)



Have you or your organization dealt with a crisis situation in the last 12 months?



Copenhagen University Hospital as a Case

From worldclass disaster management to new responsibilities in maintaining our key tasks while managing new threats.



Copenhagen University Hospital as a Case

From worldclass disaster management to new responsibilities in maintaining our key tasks while managing new threats.



The five P's – a quick reminder

1. Prepare

2. Prevent

3. Practise

4. Perform

5. Prevail

Scenario training as a concept

Scenario training is a case-based approach where participants work through a series of dilemmas during a process grounded in their own professional practice.

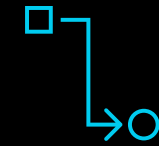


Scenario training as a concept

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Case based



Dynamic

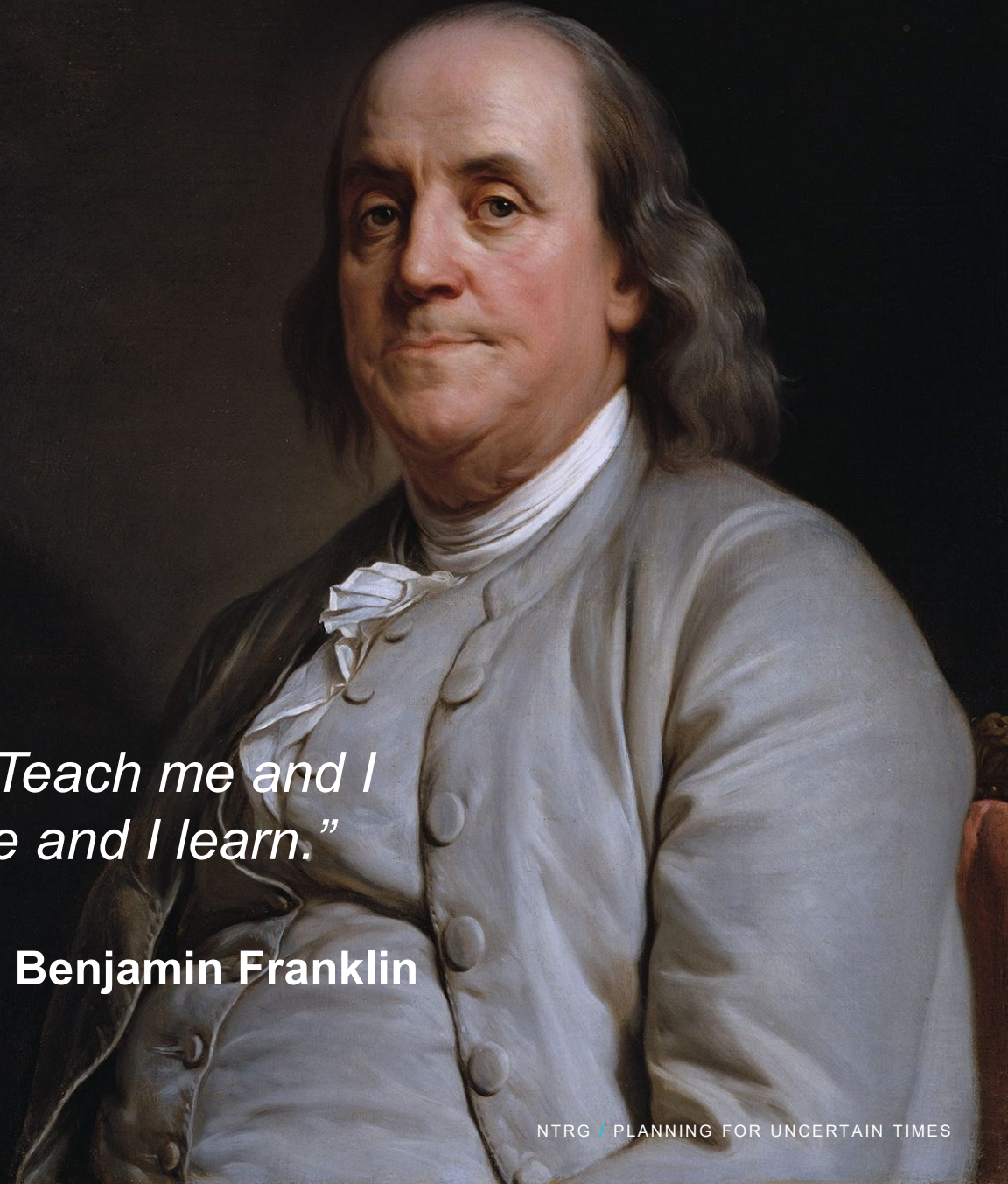


**Founded in own
practices**

Why scenario training?
Because it works!

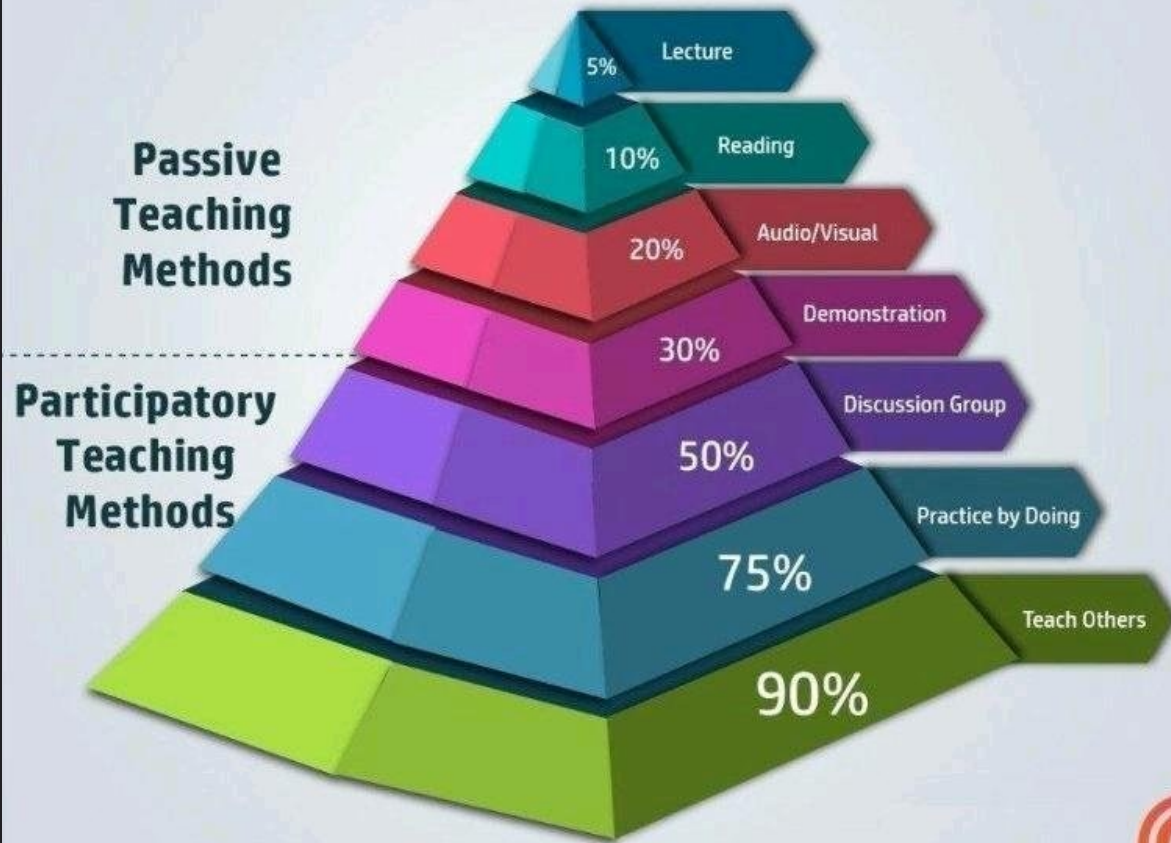
“Tell me and I forget. Teach me and I remember. Involve me and I learn.”

Benjamin Franklin



THE LEARNING PYRAMID

KNOWLEDGE RETENTION RATES



Adapted from National Training Laboratories, Maine

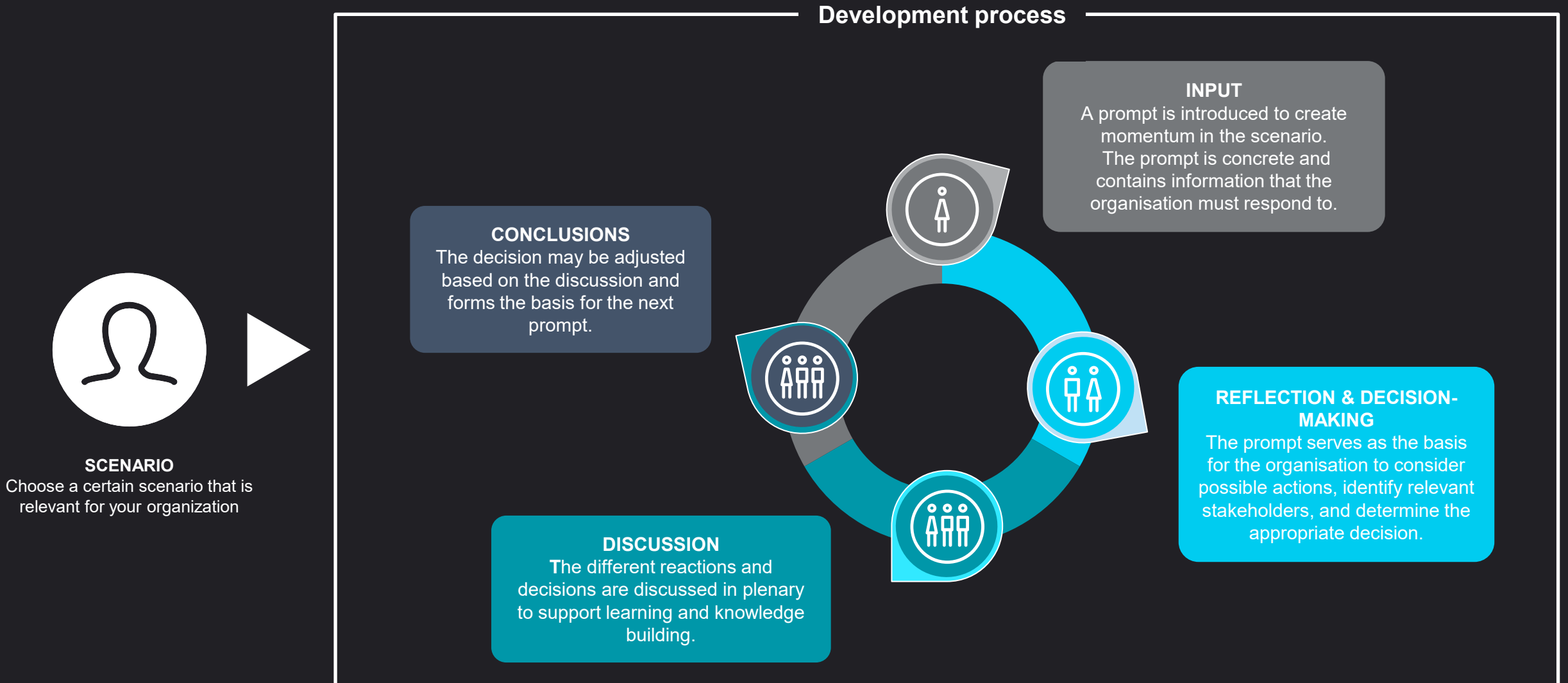


Testing your own practises

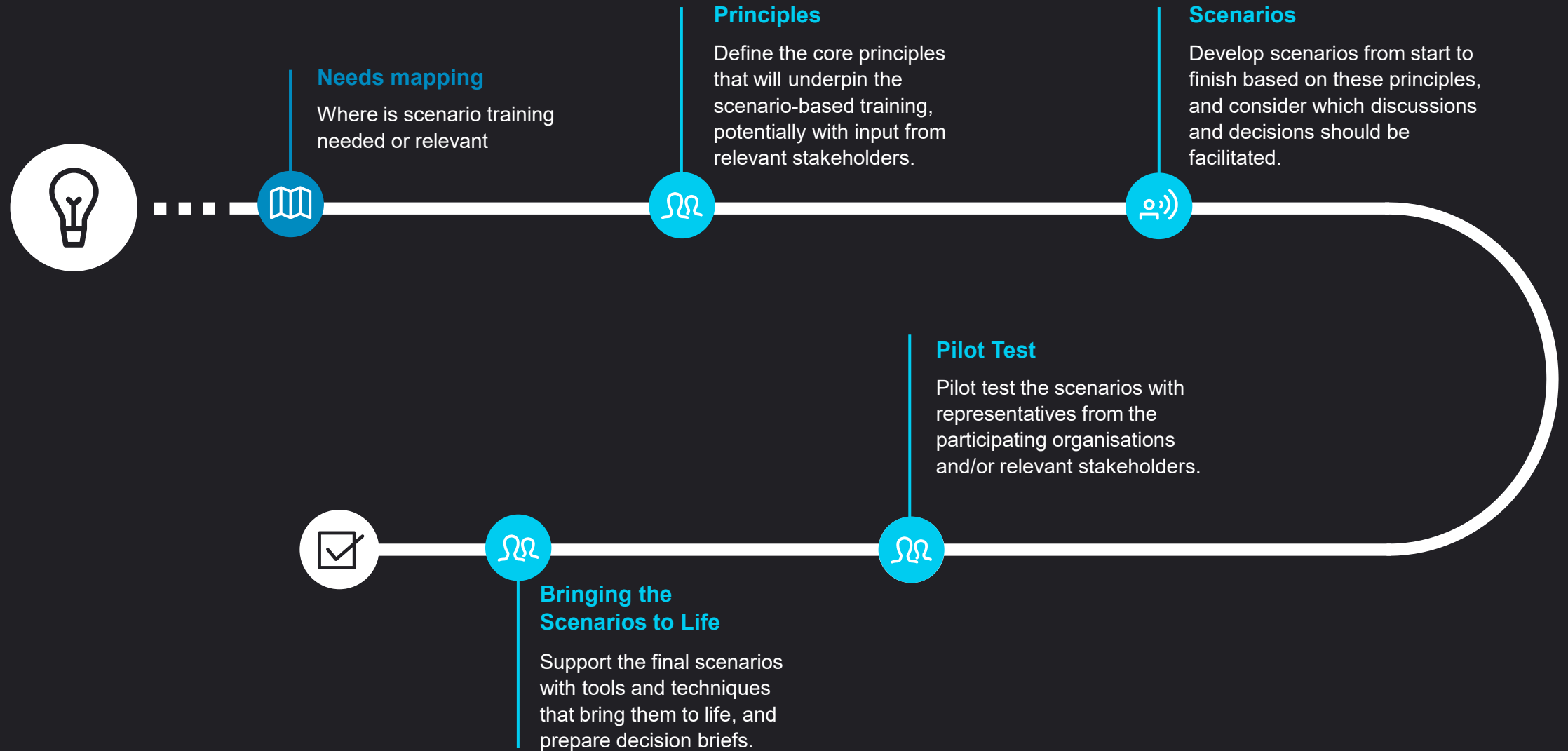
Generate new knowledge

Turn new knowledge into new practises

Scenario training – a quick guide



Scenario training – From Insight to Action



Chief of Staff

Who wants to be CEO?

SCENARIO TRAINING

Managing a Danish hospital

Korsbæk Hospital

Chief Nursing Officer

Chief Medical Officer

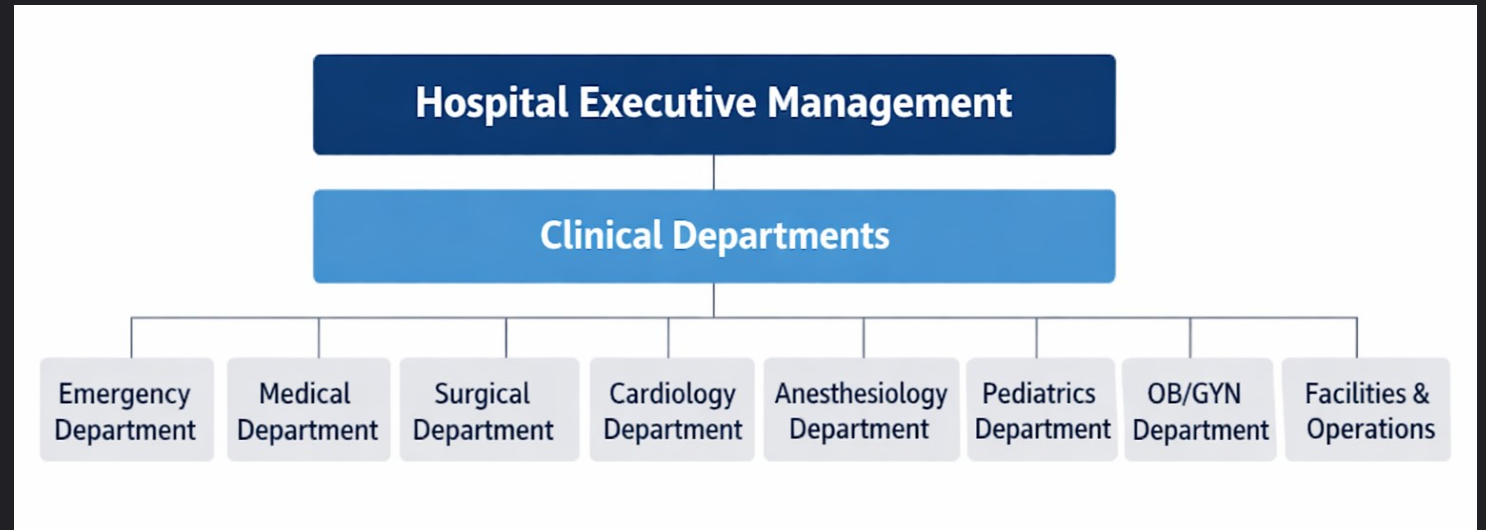
Scenario training
General Hospital KORSBÆK

Your survival – our mission



The basics

- Staff: 1.650
- Beds: 337
- Outpatient visits per year: 230,000
- Hospital admissions per year: 55,000
- Emergency hospital contacts per year: 80,000



Aqua Vitae

Exercise

Exercise





Exercise

Exercise

Input 1 | Friday 14:17

Subject:

Information from the Operations manager

-  *What's the situation*
-  *What's the problem?*
-  *What's the decision?*
-  *Who is involved?*

Question: Does the hospital activate its crisis management organization?



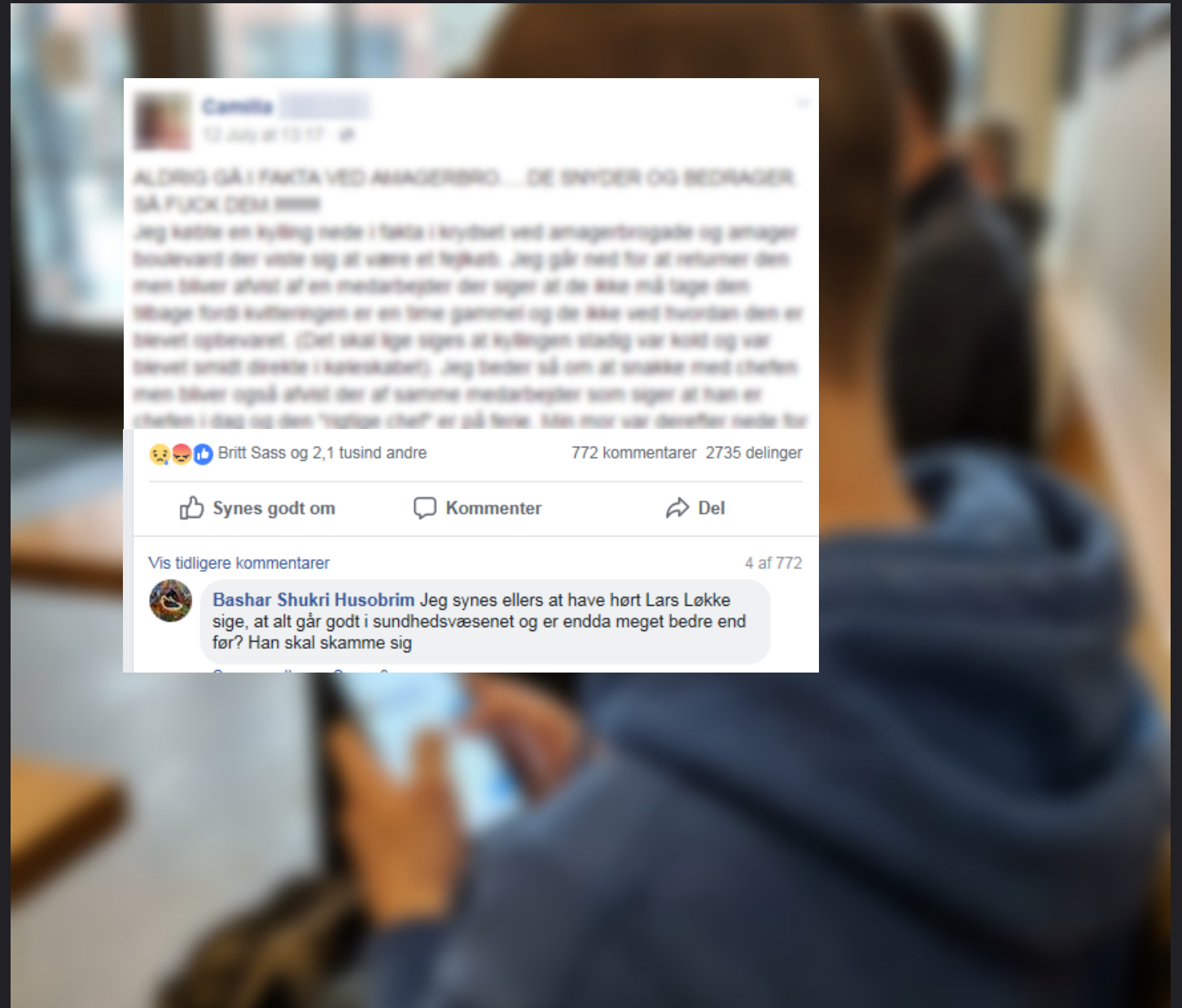
Input 2 | Friday 15:57

Situation: Still no water – timeline unclear, but the entire municipality is affected



Input 2 | Friday 16:23

Update: Several negative updates on social media. Especially attention is drawn to an angry daughter unhappy that her elderly mother's surgery has been postponed and she continues to fast, while the staff may also send her home without surgery. This has received considerable attention and negative comments.



Input 3 | Friday 18:23

Update from the operations manager

- Heightened and specific but general threat against public buildings.
- Specifically, there is an increased threat regarding arson attacks, following calls for such actions in several online sermons prior to Friday prayers.
- Public authorities are urged to increase supervision, etc.



Vurdering af terrortruslen mod Danmark

Sammenfatning

CTA vurderer, at terrortruslen mod Danmark er alvorlig. Truslen kommer i første række fra militant islamisme og udgår fra både mænd og kvinder. Konflikten i Syrien og Irak og gruppen, der kalder sig Den Islamiske Stat (IS), er de væsentligste faktorer i trusselsbilledet.

Angreb med simple midler og kort planlægning er den mest sandsynlige form for terrorangreb i Danmark. Den militære indsats i Syrien og Irak reducerer IS' kapacitet til

Input 4 | Friday 18:27

- Several journalists from both newspapers and TV have arrived in the lobby.
- They are filming and have already approached several patients for interviews.
- They are particularly asking about waiting times and postponed surgeries.
- Moreover, no one answers when calling the regional press duty phone.



Input 5 | Friday 20:09

Status: Unconfirmed reports that water is returning





- 13 young people present themselves at the emergency department with similar symptoms: dizziness, vomiting, breathing difficulties.



Input 6 | Friday 20:24

Update from Public Health Authority:

The water supply is contaminated: poison has been detected in the water supply

-  *What's the situation*
-  *What's the problem?*
-  *What's the decision?*
-  *Who is involved?*



How did we do?

Any questions?





Thank you

Jesper Juel-Helwig

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