

Communication Challenges During an Influenza Pandemic

*Advanced Media & Spokesperson
Training (Part 2)*



2009

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Advanced Media & Spokesperson Training

“Communication challenges during an Influenza Pandemic”

10am-3pm

Agenda

10am-11:10am	Review Risk Communication Principles The Media & Spokesperson 101 Pandemic Flu Basics
11:10am-11:25am	Scenario 1: Message development/spokesperson prep
11:25am-11:50am	Scenario 1: On-camera interviews
11:50am-12:25pm	Video review and critique
12:25pm-1:10pm	Lunch
1:10pm-1:25pm	Scenario 2: Message development/spokesperson prep
1:25pm-2:10pm	Scenario 2: On-camera interviews
2:10pm-2:50pm	Video review and critique
2:50pm-3:00pm	Wrap-up/Closing remarks/Evaluation

Handouts

Advanced Media & Spokesperson Training (Part II)

Communication Challenges During an Influenza Pandemic



Advanced Media & Spokesperson Training (Part II)

Communication Challenges During a Public Health Emergency

May 2009

Learning Objectives

- Provide an overview of risk communication strategies
- Describe communication challenges for the spokesperson during a crisis
- Illustrate communication lessons learned from past public health emergencies
- Review spokesperson tips and strategies

Risk Communication Review

Risk Communication Messages Should...

- Not over-reassure
- Express wishes
- Acknowledge uncertainty or fear
- Give people things to do
- Express that a process is in place
- Ask more of people

Risk Communication Strategies

- The Rule of "3"
 - Three messages repeated three times
 - During an crisis, people can comprehend three messages
- One voice, one message
 - Situation doesn't cause panic, inconsistency causes panic
 - Everyone needs to be on the same page...with same message
- Be first, Be right, Be credible

Message Ingredients for Emergencies

- Expression of empathy
- Clarification of facts
- What we don't know and the process to get answers
- Statement of commitment
- Referrals (i.e., for more information, next update)

The Public wants to know...

- Are my family and I safe?
- What can you do to protect me and my family?
- Can you fix it?
- Are there drugs that can prevent / treat this disease?
- How can I stay healthy?

Media / Leaders want to know...

- Who is in charge?
- How are those who are sick getting help?
- Is this thing being contained?
- What can we expect?
- What are you doing to protect people?
- Why aren't there treatments available now?

Explain the Consequences

- **Why** you are asking people to do something
- **How** it benefits them or others
- **What** might happen if they don't do it
- **Example:** We are trying to contain the spread of the disease. Therefore we are asking people to stay home if they are sick for 7 days after symptoms begin or until they are symptom-free for 24 hours, whichever is longer. This is to keep from infecting others and spreading the virus.

Transitions AKA “Bridging”

- Phrases that help you get back to your message.
- Examples:
 - “What I think you are really asking is...”
 - “What your viewers need to know is...”
 - “What’s important to remember is...”
 - “As you know...”

Communication Challenges

Challenges...

- Local officials will be dealing with local issues and related problems at the same time
- 24/7 media coverage
- Correcting erroneous or misinformation
 - Including rumors
- As the situation evolves, information changes
 - Be prepared to update, as needed
 - The media may want a comment from you...even if you have nothing new to say!

Challenges...

- Communication overload
 - Blackberries, Internet, and Conference calls...OH MY!
- Hurry up and WAIT
 - Talking points and press releases take time to create
 - Approval process may hold up dissemination
- Your website
 - Take advantage of widgets if available
 - Posting procedures should be agreed upon in advance

Challenges...

- Less is more
 - Answer the question, but get your message out there
- Say what you need to say
 - Interview may take 20-30 minutes, but the public will see a few seconds. Think SOUNDBITE!
- Appropriate use of empathy
- Anticipate questions, draft message and practice your response

Spokesperson 101 Review

Spokesperson 101

- Slow down when answering questions
- Reframe leading or loaded questions
 - Use positive or neutral terms
 - Don't repeat negative words / phrases (e.g., killer flu)
- Eliminate use of jargon and acronyms

Spokesperson 101

- Just the facts, ma'am
 - Discuss what you know, not what you think
 - Use "transition statements" to get back to your message
 - You can answer the question, but get your messages out

Spokesperson 101

- "No comment" is a red flag
- Verbal and non-verbal communication
 - Be aware of body language
 - Speak confidently, but get to the point!

FYI

- You have the right to ask:
 - What is the focus / slant of the interview
 - Who else will be interviewed for story
- If the interview is taped, request a "Mulligan" and re-do an answer to the question

Empathy, expertise, dedication and follow-through are the elements that build trust.

As a spokesperson, you need to quickly build trust and credibility if you hope to have your public health recommendations acted on by the public.

Thank you

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Bridging Statements for Media Interviews

An important media technique is “bridging.” Bridging is a powerful means for taking charge of and controlling an interview. The goal of a media interview is to focus the reporter on a few key messages that are true, accurate, clear, concise, brief, and memorable. If done well, bridging significantly increases the probability that your key messages will appear in the final news story. By using bridging techniques, a spokesperson can re-focus or re-direct the interview to what is most important, relevant and critical.

Bridging statements:

1. “And what’s most important to know is...”
2. “However, what is more important to look at is...”
3. “However, the real issue here is...”
4. “And what this all means is...”
5. “And what’s most important to remember is...”
6. “With this in mind, if we look at the bigger picture...”
7. “With this in mind, if we take a look back...”
8. “If we take a broader perspective...”
9. “If we look at the big picture...”
10. “Let me put all this in perspective by saying...”
11. “What all this information tells me is...”
12. “Before we continue, let me take a step back and repeat that...”
13. “Before we continue, let me emphasize that...”
14. “This is an important point because...”
15. “What this all boils down to...”
16. “The heart of the matter is...”
17. “What matters most in this situation is...”
18. “And as I said before...”
19. “And if we take a closer look, we would see...”
20. “Let me just add to this that...”
21. “I think it would be more correct to say...”
22. “Let me point out again that...”
23. “Let me emphasize again...”
24. “In this context, it is essential that I note...”
25. “Another thing to remember is...”
26. “Before we leave the subject, let me add that...”
27. “And that reminds me...”
28. “And the one thing that is important to remember is...”
29. “What I’ve said comes down to this...:
30. “Here’s the real issue...”
31. “While...is important, it is also important to remember...”
32. “It’s true that...but it is also true that...”
33. “The key here is...”

Reprinted from:

Covello, V.T., *Keeping Your Head in a Crisis: Responding to Communication Challenges Posed by Bio-terrorism and Emerging Diseases*. Association of State and Territorial Health Officers (ASTHO). 2002, in press.

Message Maps

What is an influenza pandemic?

- An influenza pandemic is a global outbreak of influenza.
- Pandemics are different than seasonal outbreaks of influenza.
- The timing and nature of pandemics are unpredictable.

An influenza pandemic is a global outbreak of influenza.

- A pandemic occurs when a new strain of the influenza virus emerges.
- The virus causes serious illness and death in people.
- The virus is easily spread from person-to—person.

Pandemics are different than seasonal outbreaks of influenza.

- Seasonal outbreaks or “epidemics” of flu are caused by influenza viruses that have already circulated among people.
- Influenza pandemics are caused by a new influenza virus that has not circulated among people.
- Past influenza pandemics have led to high levels of illness, death, social disruption and economic loss.

The timing and nature of pandemics are unpredictable.

- Three influenza pandemics have occurred during the 20th century, with the last occurring in 1968-69.
- Many scientists believe it is only a matter of time until the next pandemic occurs, although the length and severity cannot be predicted.
- An influenza pandemic may include second or thirds waves of activity months after the first wave.

For more information

- Visit the DHSS website at www.nj.gov/health/flu.
- Visit the www.pandemicflu.gov on the World Wide Web.
- Visit the CDC website at www.cdc.gov/flu/pandemic.
- Call the CDC hotline at 1-800-CDC-INFO

What are the chances there will be another influenza pandemic?

- Scientists believe it is only a matter of time before next influenza pandemic occurs.
- Influenza activity overseas has raised concerns about an influenza pandemic.
- The United States and other countries are preparing to respond to an influenza pandemic.

Scientists believe it is only a matter of time before the next influenza pandemic occurs.

- Influenza viruses are always changing and occasionally a new one emerges or an old one re-emerges that can be spread easily among people.
- There were three influenza pandemics in the 20th century.
- Though highly unpredictable, history shows influenza pandemics can be catastrophic worldwide events.

Influenza activity overseas has raised concerns about an influenza pandemic.

- There is a type of avian influenza (also known as bird flu) that is spreading widely among migratory and domestic birds (chickens, turkeys and ducks) in Asia and Europe.
- The virus has infected some humans, who have had direct contact with infected birds, resulting in severe illness and death.
- The virus could change and spread person-to-person, which could begin an influenza pandemic.

The United States and other countries are preparing to respond to an influenza pandemic.

- The United States government is working on developing vaccines and storing medicine.
- The United States government is working with the World Health Organization (WHO) and countries worldwide to strengthen flu surveillance and respond to outbreaks.
- New Jersey health officials continuing to develop plans and strengthen our preparedness for pandemic flu on the local, county and state levels.

For more information

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Why are public health officials worried about an influenza pandemic?

- Influenza pandemics can be disastrous worldwide events.
- Events in Asia and Europe have raised concerns that an influenza pandemic may be coming.
- Experts believe it is a matter of time before another pandemic occurs.

Influenza pandemics can be disastrous worldwide events.

- Although each pandemic is different, previous pandemics have led to high levels of illness, death, social disruption and economic loss.
- There were three influenza pandemics during the 20th century.
- The most severe occurred between 1918 and 1919 and killed up to 50 million people worldwide.

Events in Asia and Europe have raised concerns that an influenza pandemic may be coming.

- There is a type of avian influenza (also known as bird flu) that is spreading widely among migratory and domestic poultry (chickens, turkeys and ducks) in Asia.
- The virus has infected some humans in Asia and Europe, who have had direct contact with infected, resulting in severe illness and death.
- The virus could change and spread person-to-person, which could begin an influenza pandemic.

Experts will continue to watch outbreaks of avian influenza in Southeast Asia and Europe closely.

- We are watching for person-to-person transmission of bird flu virus to see if it changes and becomes a greater threat to humans.
- We are working with partners worldwide to coordinate monitoring, containment and preparedness efforts.
- Several federal and international agencies, including the Centers for Disease Control and Prevention (CDC), the National Institutes of Health (NIH), Department of Health and Human Services (DHHS) and the World Health Organization (WHO) are working together to develop vaccines and stockpile antiviral medicines.

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Is the United States prepared for an influenza pandemic?

- United States agencies have completed a number of steps to prepare for an influenza pandemic.
- We are currently taking additional steps to prepare.
- The public will need to play an important role in responding to an influenza pandemic.

U.S. agencies have completed a number of steps to prepare for an influenza pandemic.

- Federal, state and local governments have plans and systems in place that can help to respond to a pandemic.
- The U.S. government has established a stockpile of antiviral medications and has begun developing an avian flu vaccine.
- The U.S. has worked with the World Health Organization (WHO) and countries worldwide to strengthen surveillance and respond to outbreaks.

The public will need to play an important role in responding to an influenza pandemic.

- The public will be asked to take steps to protect themselves and others during an influenza pandemic.
- At certain stages during a pandemic, the public may be asked to comply with isolation, social distancing and vaccination recommendations.
- It's important to remember that despite our best efforts, the effects of an influenza pandemic could be severe.

Additional planning is ongoing.

- Planning and preparedness activities around an influenza pandemic at the national, state and local levels must continue.
- There are ongoing domestic and international efforts to improve surveillance and strengthen the public health sector's ability to respond to a pandemic.
- There is work ongoing to expand the federal stockpile of influenza antiviral medicines as well as the production of vaccines.

For more information

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- Call the CDC hotline at 1-800-CDC-INFO

Is New Jersey prepared for an influenza pandemic?

- New Jersey has taken a number of steps to prepare for an influenza pandemic.
- The public will play an important part in preparing.
- Additional planning is ongoing.

New Jersey has taken a number of steps to prepare for an influenza epidemic.

- New Jersey DHSS has developed an influenza pandemic plan and published it on its website.
- We have shared this plan with county and local health partners.
- We will test the plan in the upcoming year.

The public will play an important part in preparing.

- The public will be asked to take steps to protect themselves and others during an influenza pandemic.
- At certain stages during a pandemic, the public may be asked to comply with isolation, social distancing and vaccination recommendations.
- It's important to remember that despite our best efforts, the effects of an influenza pandemic could be severe.

We will continue to prepare.

- New Jersey will continue to update its preparedness activities around an influenza pandemic.
- New Jersey will continue to collaborate with federal and local agencies to improve surveillance and strengthen the public health sector's ability to respond to a pandemic.
- There is work ongoing to expand the federal and state stockpile of influenza antiviral medicines as well as the production of vaccines.

For more information

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Who is likely to get influenza in a pandemic? How many people will die?

- We don't know how severe the next influenza pandemic will be.
- In past pandemics, about one third of the US population was infected.
- People in certain groups are likely to be at higher risk for severe illness and death.

We don't know how severe the next influenza pandemic will be.

- The severity of past pandemics has varied.
- The 1918-19 pandemic was the most severe, killing about 500,000 people in the United States and up to 50 million worldwide. The 1968-69 pandemic caused about 34,000 deaths nationwide.
- Studies estimate that a moderate pandemic could cause between 89,000 to 207,000 deaths and between 314,000 and 734,000 hospitalizations in the U.S.

In past pandemics, about one third of the US population was infected.

- In the past three pandemics, the highest rate of illness was among school-aged children. However, people older than 65 years old had the highest rates of hospitalization and deaths.
- Crowding increases the risk of illness, but not the risk of death.
- Until a pandemic occurs, we will not know the populations who will be most at risk.

People in certain age groups are likely to be at higher risk for severe illness and death.

- These include people with underlying health conditions, such as heart disease and HIV/AIDS.
- People with compromised immune systems, now make up a larger portion of the U.S. population than during previous pandemics.
- Also, people 65 and older now make up a larger portion of the U.S. population than in previous pandemics.

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Can a vaccine be made to protect against pandemic influenza?

- **Potential vaccines are already being made and tested against likely viruses.**
- **We will need a vaccine for the specific pandemic influenza virus.**
- **In a pandemic, the goal would be to vaccinate everyone.**

Potential vaccines are already being made and tested against likely viruses.

- Researchers are making and testing small amounts of possible vaccines.
- Influenza viruses are being monitored for changes that would affect which vaccines are being produced.
- Research is underway on methods to make vaccine more quickly.

We will need a vaccine for the specific pandemic influenza virus.

- Influenza viruses are changing all the time.
- An influenza pandemic will likely be caused by a virus that is new to people.
- It is not practical to make large amounts of vaccine without knowing the exact strain of the influenza pandemic virus.

In a pandemic, the goal would be to vaccinate everyone.

- Vaccine might be in limited supply in the early stages of the influenza pandemic.
- People who perform essential social services (for example, health care providers and police) will likely be the first vaccinated.
- Other groups will be identified for vaccination based on the spread of the pandemic and level of risk.

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Who decides who will get vaccine and who will not and how do they decide?

- Scientific and public groups will make recommendations about who will get vaccine first in a pandemic.
- Fairness in vaccine use during a pandemic is important.
- People can help protect themselves and others during influenza pandemic.

Scientific and public groups will make recommendations about who will get vaccine first in a pandemic.

- Medical experts will use their knowledge and experience to make recommendations.
- Groups of community members will be involved in the discussion of those recommendations.
- The recommendations will be made part of the national and state preparedness strategies.

Fairness in vaccine use during a pandemic is important.

- Protecting people at high risk is an important consideration.
- Protecting essential day-to-day services, such as electricity and water, is an important consideration.
- Decisions regarding use of vaccine should be discussed by the public and medical experts.

People can help protect themselves and others during influenza pandemic.

- Frequent hand-washing can limit the passing of germs.
- Covering coughs and sneezes with a tissue can limit the spread of germs.
- Staying home when you are sick helps protect others.

For more information

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- Visit the CDC website at www.cdc.gov/flu/pandemic.
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How long would it take to make enough pandemic influenza vaccine for everyone after a pandemic begins?

- Right now, it is unclear how long it would take to produce enough vaccine for everyone in the United States after a pandemic begins.
- We need to prepare to deal with an initially limited supply of vaccine.
- We are working to have enough vaccine for everyone in the United States.

Right now, it would take at least one year to produce enough pandemic influenza vaccine for everyone in the United States after a pandemic begins.

- The virus causing an influenza pandemic may only appear a short time before the pandemic begins, giving us little lead time to prepare vaccine in advance.
- At this time, about 26 million doses of influenza vaccine can be produced each month in the United States.
- The public can help strengthen flu vaccine supply and distribution systems by getting annual influenza vaccinations, thus increasing the demand for vaccine.

We need to prepare to deal with an initially limited supply of vaccine.

- As a vaccine for an influenza pandemic becomes available, it will be given to people in specific target groups first.
- Vaccine will first be used where it can most effectively prevent illness and death, and lessen social disruption and economic loss.
- Experts and citizens are giving the federal government input on how target groups are identified.

Our goal is to have enough vaccine for everyone in the United States.

- Improving systems for producing influenza vaccine is a priority.
- Scientists are working on new methods to make vaccines faster and to have more producers.
- We are exploring new ways to stretch the available supply.

For more information

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- Visit the www.pandemicflu.gov on the World Wide Web.
- Visit the CDC website at www.cdc.gov/flu/pandemic.
- Call the CDC hotline at 1-800-CDC-INFO

Are there available medicines to prevent or treat influenza if a pandemic occurs? How effective are they?

- There are medicines approved for use in the United States to prevent and treat influenza, called antivirals.
- The federal government has established a national stockpile of antiviral medications.
- Treatment might be effective when antivirals are taken soon after symptoms start.

There are medicines approved for use in the United States to prevent and treat influenza, called antivirals.

- Antivirals are medications that fight the influenza virus infection.
- Studies show that antivirals can reduce the number of days a person is sick with seasonal influenza and lessen the severity of the symptoms.
- Health experts believe that antivirals can provide some protection from influenza during a pandemic.

The federal government has established a national stockpile of antiviral medications.

- Because there will probably not be enough vaccine at the start of a pandemic, antivirals will most likely be our first defense
- The federal government has several million doses of one antiviral (oseltamavir) stockpiled for national use and there are contracts in place to increase the stockpile.
- Despite these efforts, there will be fewer antivirals available than will be needed.

Treatment might be effective when begun soon after symptoms start.

- If taken within two days of getting sick, these prescription medicines may reduce influenza symptoms and shorten the time you are sick by about one day.
- Antivirals may make you less contagious.
- It is not known how effective antivirals will be during an influenza pandemic.

For more information

- Visit the DHSS website at www.nj.gov/health/flu.
- Visit the www.pandemicflu.gov on the World Wide Web.
- Visit the CDC website at www.cdc.gov/flu/pandemic.
- Call the CDC hotline at 1-800-CDC-INFO

What can people do in the event of an influenza pandemic?

- Stay informed by listening to trusted sources and following the advice of public health officials.
- Monitor your health and the health of your loved ones.
- Take common sense precautions that may help prevent the spread of influenza.

Stay informed by listening to trusted sources and following public health advice.

- New Jersey's public health officials will share information and instructions with the public on an ongoing basis.
- Public cooperation will be important in managing an outbreak.
- You can refer to credible information sources such as www.nj.gov/health/flu or your local health department for updated information.

Monitor your health and the health of your loved ones.

- Look for signs and symptoms of influenza such as fever, cough and body aches.
- Maintain healthy habits, and if you become sick, follow your healthcare provider's advice.
- If you have concerns about your health, contact your healthcare provider.

Take common sense precautions that may help prevent the spread of influenza.

- Cover coughs and sneezes with a tissue to help prevent others from becoming sick.
- Wash your hands often to prevent the spread of germs.
- Stay away from sick people, and if you are sick, stay home from school or work. Avoid crowds.

For more information

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Advanced Media & Spokesperson Exercise Scenario

PART 1

Tuesday, September 4, 2009

Today is the first day of school for many school-aged children in your county. Over the summer you and the staff at your agency have been working with partners to prepare for both regular flu season and the re-emergence of H1N1 influenza. This past spring, your county had many confirmed cases of H1N1 influenza with more than 30 people hospitalized and four deaths. There was uproar among teachers and parents about closing schools for a week for “disinfection”.

However today, the media is inquiring about your “H1N1 plan” and how your agency will keep schools and residents safe. They are also inquiring about how your agency will educate residents about what they can do to stay healthy this fall/winter from the flu. There seems to be confusion among some reporters about the difference between seasonal flu and H1N1 influenza. They are also asking questions about the vaccination program that your agency is coordinating.

To date, there have been no reported cases in your jurisdiction.

Tuesday, October 13, 2009

Your agency held its first seasonal flu vaccination clinic today. More than 1200 people showed up to be vaccinated. This is double the amount that was vaccinated at the same clinic last year. However, the staff spent a lot of time explaining to residents that the vaccination was not for H1N1 influenza.

Your regional epidemiologist has informed your agency that the county now has 2 confirmed cases of H1N1.

A pregnant teacher from the middle school is hospitalized and tested-positive for H1N1 and four children from the elementary school are out sick with what is described as severe “influenza like illness”. A group of students from the high school have just returned from a humanitarian trip with the Spanish Club to South America, displaying symptoms that may be influenza-related.

Parents are calling your agency for answers...and antivirals.

Hospitals and private providers in your area are starting to see an increased number of patients in the Emergency Department, many who are not ill.

PART 2

Tuesday, November 17, 2009 (The week before Thanksgiving)

Your county has 20 confirmed cases of H1N1 and a large number of seasonal influenza cases. Two deaths have occurred in your county: a pregnant teacher and an immuno-compromised teenager from the high school.

The middle school and high school will re-open this week, after they were closed for three days, following the deaths of a teacher and a student. The superintendent would like to keep the schools closed through the holidays, but parents are pressuring the school district to re-open. What is your agency recommending?

A large local childcare center is closed due to an outbreak of norovirus among 25 toddlers and staff.

Hospitals in your area are overwhelmed with sick patients; there are not many beds available. Visitors are encouraged to call patients and not visit; visiting hours have been cutback drastically.

Providers are overwhelmed and are not seeing patients. The supply of antivirals is limited to hospitalized patients.

Many local holiday social events have been canceled (e.g., Thanksgiving football games and parades).

CRISIS EMERGENCY RISK COMMUNICATION

Build Trust and Credibility by Expressing:

- + Empathy and caring
- + Competence and expertise
- + Honesty and openness
- + Commitment and dedication

Top Tips

- + Don't over reassure.
- + Acknowledge uncertainty.
- + Express wishes ("I wish I had answers").
- + Explain the process in place to find answers.
- + Acknowledge people's fear.
- + Give people things to do.
- + Ask more of people (share risk).

As a Spokesman

- + Know your organization's policies.
- + Stay within the scope of responsibilities.
- + Tell the truth. Be transparent.
- + Embody your agency's identity.

CONSISTENT MESSAGES ARE VITAL

Prepare to Answer These Questions:

- + Are my family and I safe?
- + What can I do to protect myself and my family?
- + Who is in charge here?
- + What can we expect?
- + Why did this happen?
- + Were you forewarned?
- + Why wasn't this prevented?
- + What else can go wrong?
- + When did you begin working on this?
- + What does this information mean?

Stay on Message

- + "What's important is to remember..."
- + "I can't answer that question, but I can tell you..."
- + "Before I forget, I want to tell your viewers..."
- + "Let me put that in perspective..."

BE FIRST. BE RIGHT. BE CREDIBLE.



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Risk and Crisis Communication: ***77 Questions Commonly Asked by Journalists during a Crisis***

(Reprinted from: Covello, V.T., Keeping Your Head In A Crisis: Responding To Communication Challenges Posed By Bio-terrorism And Emerging Infectious Diseases. Association of State and Territorial Health Officers (ASTHO), 2002, in press)

Journalists are likely to ask six questions in a crisis (who, what, where, when, why, how) that relate to three broad topics:

- (1) What happened?
- (2) What caused it to happen?
- (3) What does it mean?

Specific questions include:

- 1) What is your name and title?
- 2) What are your job responsibilities?
- 3) What are your qualifications?
- 4) Can you tell us what happened?
- 5) When did it happen?
- 6) Where did it happen?
- 7) Who was harmed?
- 8) How many people were harmed?
- 9) Are those that were harmed getting help?
- 10) How certain are you about this information?
- 11) How are those who were harmed getting help?
- 12) Is the situation under control?
- 13) How certain are you that the situation is under control?
- 14) Is there any immediate danger?
- 15) What is being done in response to what happened?
- 16) Who is in charge?
- 17) What can we expect next?
- 18) What are you advising people to do?

- 19) How long will it be before the situation returns to normal?
- 20) What help has been requested or offered from others?
- 21) What responses have you received?
- 22) Can you be specific about the types of harm that occurred?
- 23) What are the names of those that were harmed?
- 24) Can we talk to them?
- 25) How much damage occurred?
- 26) What other damage may have occurred?
- 27) How certain are you?
- 28) How much damage do you expect?
- 29) What do you doing now?
- 30) Who else is involved in the response?
- 31) Why did this happen?
- 32) What was the cause?
- 33) Did you have any forewarning that this might happen?
- 34) Why wasn't this prevented from happening?
- 35) What else can go wrong?
- 36) If you are not sure of the cause, what is your best guess?
- 37) Who caused this to happen?
- 38) Who is to blame?
- 39) Could this have been avoided?
- 40) Do you think those involved handled the situation well enough?
- 41) When did your response to this begin?
- 42) When were you notified that something had happened?
- 43) Who is conducting the investigation?
- 44) What are you going to do after the investigation?
- 45) What have you found out so far?
- 46) Why was more not done to prevent this from happening?
- 47) What is your personal opinion?
- 48) What are you telling your own family?
- 49) Are all those involved in agreement?
- 50) Are people over reacting?
- 51) Which laws are applicable?
- 52) Has anyone broken the law?
- 53) How certain are you?
- 54) Has anyone made mistakes?
- 55) How certain are you?
- 56) Have you told us everything you know?
- 57) What are you not telling us?
- 58) What effects will this have on the people involved?
- 59) What precautionary measures were taken?
- 60) Do you accept responsibility for what happened?
- 61) Has this ever happened before?
- 62) Can this happen elsewhere?
- 63) What is the worst case scenario?
- 64) What lessons were learned?

- 65) Were those lessons implemented?
- 66) What can be done to prevent this from happening again?
- 67) What would you like to say to those that have been harmed and to their families?
- 68) Is there any continuing the danger?
- 69) Are people out of danger? Are people safe?
- 70) Will there be inconvenience to employees or to the public?
- 71) How much will all this cost?
- 72) Are you able and willing to pay the costs?
- 73) Who else will pay the costs?
- 74) When will we find out more?
- 75) What steps are being taken to avoid a similar event?
- 76) What lessons have you learned?
- 77) What does this all mean?

Notes: