State of Delaware
Department of Health and Social Services
Division of Public Health

Crisis and Risk Communication Plan

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1.0   Purpose

1.1   This document is a guideline designed to affect an orderly response to a crisis. It should not replace sound judgment nor jeopardize the safety of responding personnel.

1.2   To provide rapid dissemination of accurate and coordinated information to the public in the event of an impending or actual public health emergency.

1.3   To identify public and private partner agencies that would be involved in releasing public health information.

1.4   To determine primary and backup communication technology and methodologies to provide information to the general population and those with special needs.

1.5   To provide sample messages for events with high probability or impact such as distribution of mass medications from the Strategic National Stockpile (SNS).

1.6   To establish processes for flow of information from staff to the communications team.

1.7   To coordinate clear and consistent messages and education based on the best available information at that time.

1.8   This plan should be used in conjunction with existing emergency operations and response plans.

1.9   This plan is intended to be used as a guide and does not replace sound judgment nor anticipates all situations and contingencies.

2.0   Planning Assumptions

2.1   A significant event, disaster or other emergency may require public health to provide health information to state and local governmental officials, the public and/or the medical community.

2.2   Rumors and misinformation places public health and safety in jeopardy, increases lack of credibility, and detracts from a coordinated response.

2.3   Timely release of public information is essential to protect the public's health and safety, to reduce fear, and to gain public confidence in the agencies responding to the event.

2.4   Coordination of the messages through a media center or Joint Information Center (JIC) is necessary to provide clear, consistent messages to the public.

2.5   Multiple methods of message delivery are necessary to reach all segments of the community.

2.6   Public confidence in public health instructions is necessary to prevent spread of disease, reduce crowding of healthcare facilities, deliver treatment and provide other responses to the emergency.

3.0   **Concept of Operations**

     3.1   **General Policies**

         3.1.1   Detailed, honest, accurate and timely situation updates will be provided to the public.

         3.1.2   The public will be informed about what is and is not known, within the bounds of the law.

         3.1.3   Messages will be coordinated with other related government, public and private agencies to the maximum extent possible.

         3.1.4   Messages will be disseminated through multiple redundant mediums (print, broadcast, web sites) to ensure receipt by all members of the public.

         3.1.5   Messages will be reviewed for ease of use by persons with special needs including, but not limited to the blind, hearing impaired, non-English speaking, elderly, etc.

         3.1.6   Specific public protective actions will be provided whenever possible.

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3.1.7   All communication will be targeted to achieve an informed, aware and calm public.

3.1.8   Confidentiality of patient information will be maintained.

3.2   Operation Modes

3.2.1   Normal Operations

3.2.1.1   During normal operations, the Division of Public Health's (DPH) Office of Health and Risk Communications (OHRC) manages communications with the public and media.

3.2.1.2   The DPH Director, who serves as the State Health Officer (SHO), is the recognized authority on health matters pertaining to the state. The State Health Officer or a designee is the final authority for approval of all information released to the public or media.

3.2.2   Emergency Operations

3.2.2.1   In the event the State Health Operations Center (SHOC) is activated, the Public Affairs Officer (PAO) oversees the risk communications function.

3.2.2.2   When the State Emergency Operations Center is activated, the Delaware Emergency Management Agency Public Information Officer (PIO) coordinates media messages with various government agencies.

3.2.2.3   A Joint Information Center (JIC) - a facility for agency PIOs to gather to work as a team to organize briefings from involved agency officials - may be activated by the Governor or the Delaware Emergency Management Agency (DEMA) to coordinate messages to the public. DPH may be requested to send a representative to this facility. (See DEOP ESF 5)

4.0   Participants

4.1   State

4.1.1   **Governor's Press Secretary**

4.1.2   **Department of Health and Social Services**

4.1.2.1   Secretary's Office
4.1.2.2   Division of Public Health
4.1.2.3   Division of Substance Abuse and Mental Health
4.1.2.4   Office of the Chief Medical Examiner
4.1.2.5   Department of Health and Social Services (DHSS) Disaster Coordinators

4.1.3   **Department of Safety and Homeland Security**

4.1.3.1   **Delaware Emergency Management Agency**

4.1.4   **Department of Agriculture**

4.1.5   **Department of Natural Resources and Environmental Control**

4.2   Federal

4.2.1   **U.S. Department of Homeland Security**

4.2.2   **Centers for Disease Control And Prevention (CDC)**

4.2.3   **Dover Air Force Base**

4.3   Local

4.3.1   **Local Governments**

4.3.2   **County and Local Emergency Management Agencies**

4.4   Private

    4.4.1   **Delaware Hospitals**

    4.4.2   **Media**

5.0   Responsibilities

5.1   Governor's Press Secretary

    5.1.1   Activates the Joint Information Center (JIC).

    5.1.2   Manages the Joint Information Center under the direction of the Governor.

5.2   Department of Health and Social Services

    5.2.1   **Secretary's Office**

        5.2.1.1   Approves communications during normal operations.
        5.2.1.2   Provides liaison to Joint Information Center, if activated.

    5.2.2   **Division of Public Health**

        5.2.2.1   Develops, maintains, tests and activates, as necessary, the Crisis and Risk Communications Plan. Trains staff for responsibilities as identified in the Crisis and Risk Communication Plan.
        5.2.2.2   Maintains and tests redundant communication systems. Maintains and updates quarterly 24 hour contact information for each agency's public information contact (agencies listed in Section 4.0 and Communication Standard Operating Guideline).
        5.2.2.3   Acquires and maintains necessary forms, supplies and equipment for implementation of the Crisis and Risk Communication Plan (See Tabs E—Forms and Tab F—Equipment and Supplies Checklist).
        5.2.2.4   Provides information packets during exercises or events.

5.2.2.5 Develops preparedness material and coordinates messages with appropriate disciplines.

5.2.2.6 Assesses situation, identifies information resources, develops materials and press releases, and releases approved messages to the media and public.

5.2.2.7 Serves as primary spokesperson for public health issues.

5.2.2.8 Maintains emergency contact directory of state public information officers.

5.2.2.9 Maintains emergency contact directory of hospital public information officers.

5.2.2.10 Maintains contact directory of media contacts.

5.2.2.11 Annually completes a needs assessment to identify target audiences (i.e. first responders, medical practitioners, etc.).

5.2.2.12 Activates and staffs DPH's Call Center, as necessary.

5.2.2.13 Recommends activation of a Joint Information Center to the Governor's Office and Delaware Emergency Management Agency, when appropriate.

5.2.3 **Division of Substance Abuse and Mental Health**

5.2.3.1 Reviews draft public messages for content, in light of specific emergency, with particular attention to cultural sensitivity, receipt by audience, and content, whenever possible. The purpose of this review is to reduce panic and fear and meet public needs. This process will not impede the release of the message.

5.2.3.2 Participates in State Health Operations Center when activated.

5.2.4 **Office of the Medical Examiner**

5.2.4.1 Reviews draft public messages related to information and instructions about mass fatalities.

5.2.4.2 Participates in State Health Center Operations, as needed.

5.2.5 **DHSS Disaster Coordinators**

5.2.5.1 Participate in conference calls.

5.2.5.2 Provide input on meeting needs of their respective clients and staff.

5.2.5.3 Keep their Division Directors informed of the event.

5.2.5.4　Provide support (staffing, facilities, equipment, etc.) as available to meet emergency needs.

5.3　Department of Safety and Homeland Security

5.3.1　Delaware Emergency Management Agency

5.3.1.1　Activates Emergency Support Function (ESF) 5, as necessary.

5.3.1.2　Activates Joint Information Center as necessary.

5.3.1.3　Activates the Emergency Alert System (EAS), as necessary.

5.3.1.4　Provides support to DPH in informing the public of a health emergency.

5.4　State, Federal and Local Government Agencies

5.4.1　Coordinate directly with the DPH Office of Health and Risk Communications during potential public health emergencies and preparedness activities.

5.4.2　Coordinate with DPH for content of public health messages through the State Health Operations Center (SHOC), State Emergency Operations Center, ESF 8 desk staffed by DPH or Joint Information Center during emergencies.

5.5　Delaware Hospitals

5.5.1　Coordinate emergency public health messages with DPH to the maximum extent possible.

5.6　Media Representatives

5.6.1　Receive invitations to participate in briefings, including those held by the Joint Information Center (JIC.

6.0   DPH Staffing

(See Tab D—Job Action Sheets of this plan for individual Job Action Sheets and also see the SHOC Plan)

6.1   The Incident Commander:

6.1.1   Serves as the primary Public Health spokesperson but may assign additional spokespersons to provide:

6.1.1.1   Subject matter expertise.

6.1.1.2   PIO support at multiple simultaneous events (i.e. mass vaccination clinics).

6.1.2   Operates from the SHOC.

6.1.3   May be called upon to report to the State Emergency Operations Center, Joint Information Center, or field site, depending on the situation.

6.2   SHOC Section Chiefs:

6.2.1   Review and sign off on all public information/news releases prior to final approval by the Incident Commander/State Health Officer, when feasible and as appropriate.

6.2.2   Designate a Subject Matter Expert (SME) to serve as a resource for the PAO.

6.2.3   Operate from the SHOC when SHOC Level 3 is declared.

6.3   The Public Affairs Officer:

6.3.1   The Chief of Health and Risk Communications will normally assume different roles during an emergency but typically will serve as the PAO. When necessary, this person can also function as Public Information Officer in the Media Center or JIC, if activated.

6.3.2   Oversees all risk communication preparedness activities for public health emergencies.

6.3.3 Serves as part of the Incident Command Group and oversees all DPH risk communications during emergencies. Activities include the Call Center, Delaware Health Alert Notification (DHAN) system, media relations, and message preparation for public notification.

6.3.4 Operates from the SHOC when SHOC level 3 is declared.

6.3.5 Establishes a media log.

6.4 The Public Information Officer (PIO):

6.4.1 Acts as spokesperson to the media for the SHOC.

6.4.2 Fields questions during news conferences and provides appropriate, cleared answers or coordinates with the SHOC to provide an appropriate answer as soon as reasonably possible.

6.5 The Public Information Support Staff:

6.5.1 Reports to the PAO.

6.5.2 Writes press releases, responds to media calls, monitors news reports, and performs other media related tasks as directed by the PIO.

6.6 The Call Center Officer:

6.6.1 Reports to the PAO.

6.6.2 Operates from the Call Center.

6.6.3 Coordinates with other Call Centers such as Delaware Help Line.

6.6.4 Oversees all call center activities and staff.

6.7 The Call Center Operators:

6.7.1 Report to the Call Center Officer.

6.7.2 Provide scripted information to the public.

6.7.3 Schedule appointments and perform other tasks to assist citizens during an emergency as required.

6.7.4 Operates from the Call Center when activated.

6.8 Spokespersons:

6.8.1 The primary spokesperson is the Incident Commander.

6.8.2 Subject matter experts such as the Medical Director or State Epidemiologist may participate in briefing and interviews.

6.8.3 The DHSS PAO serves as primary DHSS spokesperson at the Joint Information Center.

6.8.4 Additional DPH spokespersons will be trained and will be available for operations at multiple sites such as mass vaccination sites or neighborhood emergency help centers.

6.9 The SHOC Medical Unit Leader:

6.9.1 Serves as part of the Planning Section and reports to the Planning Section Chief.

6.9.2 Provides medical information for press releases.

6.9.3 Operates from the SHOC after declaration of SHOC level 3.

6.10 The SHOC Communication Unit Leader:

6.10.1 Serves as part of the Logistics Section and reports to the Logistics Section Chief.

6.10.2 Provides technical support in distribution of message through various media such as DHAN, web sites, Call Center, etc.

6.10.3 Provides communications equipment, computers, and connectivity required to support PIO and staff operations.

7.0 Methods of Public Communication

7.1 Press Releases:

7.1.1 Should accurately inform the public of health emergency and recommendations; and

7.1.2 May be partially pre-written and approved.

7.1.3 Examples of DPH press release styles are in Tab C—Press Release Samples and Preparation Template along with the preparation template.

7.2 Public Service Announcements may be pre-recorded messages.

7.3 The Delaware Health Alert Network (DHAN) is:

7.3.1 The notification system used to contact and provide information to various communities, especially the medical community;

7.3.2 Used during normal and emergency operations; and

7.3.3 Serves as a duplicate or non-emergency back-up system.

7.4 Press Briefings

7.5 Public Meetings

7.6 Town meetings

7.7 Media Interviews

7.8 Call Centers:

    7.8.1   Delaware Help Line

    7.8.2   DPH Call Center

7.9 Leaflets will be created to provide specific information.

7.10 Radio/Emergency Alert System (EAS) when authorized for activation/use:

    7.10.1 Delaware Emergency Management Agency or local government is authorized to activate EAS.

7.11 Cable TV:

    7.11.1 Weather Channel Crawlers (as authorized by Delaware Emergency Management Agency).

    7.11.2 City of Wilmington Station (as authorized by Wilmington Emergency Management Agency).

    7.11.3 Message crawlers activated.

7.12 Radio:

    7.12.1 DELDOT 1380 (Contact DELDOT Traffic Management Center).

    7.12.2 Wilmington CityRadio 1060 (Contact City of Wilmington PIO).

7.13 Newspapers

7.14 Internet/Intranet/Electronic Bulletin Boards such as state web sites.

7.15 Highway message signs (Contact DELDOT Traffic Management Center for use).

7.16 Ham radios, broadband (Contact Delaware Emergency Management Agency, State Emergency Operations Center to coordinate use).

7.17 Fact Sheets

    7.17.1 Over 300 fact sheets are located on the DPH website, most are also available in Spanish.

    7.17.2 Fact sheets for most health emergencies are located on the CDC's website at www.cdc.gov.

    7.17.3 SHOC Public Affairs staff will be provided with a CD containing all fact sheets, templates, and approved health messages.

7.18 Neighborhood Canvassing:

    7.18.1 Volunteers

    7.18.2 Community Emergency Response Teams (CERT)

    7.18.3 Citizen Corps

    7.18.4 Delaware Medical Reserve Corps (DMRC)

7.19 Investigative Response Task Forces:

    7.19.1 Are part of SHOC Planning Section and may consist of epidemiologists, toxicologists, environmental health specialist, nurses, etc.; and

    7.19.2 May be part of the Initial Damage Assessment teams coordinated by state or local emergency management agencies as part of the disaster declaration process.

8.0 **Preparedness**

8.1 The Office of Health and Risk Communications identifies key people within public health agencies, and partner organizations who need to be trained on the crisis and risk communications procedures and this plan.

8.2   Target audiences (i.e., affected population, non-affected population, first responders, medical practitioners, etc.) are identified by the Office of Health and Risk Communications Chief through a needs assessment, which is reviewed annually.

8.3   Developing Sample Messages:

8.3.1   For each target audience, the Office of Health and Risk Communications Chief assures that messages are developed to meet needs of special populations and are reviewed by behavioral health practitioners to assure messages avoid unintended meanings, as appropriate.

8.3.2   Pre-Incident press releases and fact sheets are drafted for the most common scenarios identified in the needs assessment and reviewed by the appropriate authorities.

8.3.3   A resource manual or PIO 'go kit' will be compiled for use in an emergency with all relevant information for message preparation and media notification.

8.3.3.1   The manual will be updated quarterly by the Office of Health and Risk Communications.

8.3.3.2   The manual will contain emergency contact lists, with all available phone numbers, pager numbers and e-mail addresses for all public health key staff, partner agencies and media outlets.

8.3.4   The Office of Health and Risk Communications Chief establishes a procedure for partner communication during an emergency that includes methods of contact and frequency of contact.

8.4   Message Validation:

8.4.1   Subject Matter Experts, mental health practitioners, senior public health staff and, as necessary, government officials are consulted regarding content of messages.

8.4.2   Pre-disaster/event focus groups may be conducted to test messages with representative samples of each target audience.

8.4.3　Information on isolation and/or quarantine procedures should be vetted through law enforcement and legal advisors before release.

8.5　Legal Evaluation: The DHSS Deputy Attorney General will provide legal review when requested.

8.6　Media Relations Development:

8.6.1　The Office of Health and Risk Communications cultivates and maintains working relationships with the media through regular updates, training sessions, or email broadcasts.

8.6.2　The Office of Health and Risk Communications provides a basic overview for all media contacts on public health's role in crisis situations or during exercises.

8.7　Call Center

8.7.1　The Call Center is established by DPH, as necessary; and

8.7.2　It consists of up to 48 telephone lines that the public may call for information regarding the incident or health information.

8.7.3　Citizens can call to confirm or deny health rumors, schedule an appointment, seek health information, etc.

8.7.4　Employees needed to staff call centers are identified in advance and given appropriate training on equipment and procedures.

8.7.5　Just-in-time training can also be provided by the Call Center Unit Leaders and the SHOC training staff.

8.7.6　Interpreter Corps members will augment Call Center staff, as needed, to aid those callers who do not speak English.

9.0   Response

   9.1   Plan Activation:

   9.1.1   This plan can be activated at the direction of the State Health Officer, but is automatically activated when the SHOC is activated at Level 1 or higher and during a declared state of emergency.

   9.1.2   The Public Health Director can activate this plan whenever any hazard specific plan is implemented.

   9.2   The PAO will seek information about the incident (situation verification) from varying sources internally and externally. The information will be obtained from reliable sources and confirmed Subject Matter Experts.

   9.3   Conduct Notifications:

   9.3.1   The Chief of Health and Risk Communications will identify appropriate spokesperson(s) (if not the PAO) and Subject Matter Experts for the event.

   9.3.2   The State Health Officer will coordinate with the PAO and SHOC Section Chiefs to determine the need for activation of a call center and/or staff recalls.

   9.4   Conduct Crisis Communications:

   9.4.1   The PAO has primary responsibility for implementing this plan, checking on progress, fielding questions and concerns, conducting appropriate updates, and other tasks, as needed.

   9.4.2   The PAO provides feedback on response operations information activities and public perceptions to the Incident Commander.

   9.4.3   The PAO communicates new developments to the public and to responders as directed and needed.

   9.4.4   The PIO will distribute a press release announcing SHOC activations and the purpose of the activation, as appropriate.

9.4.5   The PIO establishes a media relations area (in the absence of a Joint Information Center) and either holds press conferences or issues a media release as early in the event as possible, but no more longer than one hour.

9.4.6   Press conferences are scheduled regularly and announced to the media. The PAO briefs the PIO that will conduct the press conference on the details of the incident and the public health message that needs to be conveyed to the public.

9.4.7   The media, and thus the public, will be updated at regular intervals throughout the event.

9.4.8   The PIO will disseminate messages and fact sheets through appropriate redundant mediums to reach affected communities and partner agencies.

9.4.9   House-to-house canvassing may be necessary. The PAO may work through the state and local emergency management agencies involved to coordinate activities with partner organizations (i.e. law enforcement, fire, National Guard).

9.4.10 The PIO will share information regarding shelters, evacuation, public health warnings, and other critical instructions as part of media messages.

9.5   Preparation and Approval of Information to be Released:

9.5.1   Draft press releases are updated by the PAO with relevant and current event information.

9.5.2   Draft messages are reviewed and approved by SHOC Section Chiefs, as appropriate, prior to review and approval by the Incident Commander.

9.5.3   Changes will be made to message text as necessary and the new message text will then be resubmitted for review and final release.

9.5.4   The PAO will track the time from initial message development until its release. Public notification of health events should be made within one hour of the onset of the emergency, per CDC guidelines.

9.5.5 The PAO will coordinate with the SHOC for reproduction/printing of any media or information that needs to be disseminated to the public.

9.6 Inquiries:

9.6.1 All inquiries received from the news media, government agencies or private agencies and will be referred directly to the PAO. Sections or units within the SHOC will coordinate with the PAO before independently releasing or acting as spokesperson on emergency related information.

9.6.2 If the inquiry cannot be directly referred to the PIO, the person receiving the inquiry will:

9.6.2.1 Record pertinent information related to the inquiry with any sources quoted including names, phone numbers, web sites, etc.

9.6.2.2 Ensure that the contact information for the individual inquiring is collected to include name, agency, phone numbers (office and cell), email address, date and time, deadline for information, etc.

9.6.2.3 Obtain a news release deadline for radio, TV, newspaper or websites for a response.

9.6.2.4 Enter the information in the media log established by the PAO for the PAO/PIO to review as soon as possible.

9.7 Subject Matter Experts:

9.7.1 Upon notification of an emergency situation, each section or unit administrator will designate a Subject Matter Expert (SME) to serve as a resource for the PAO, as appropriate, depending on the type of crisis.

9.7.2 The name and contact information of the SME will be referred through the section/unit administrator to the PAO.

9.7.3 The PAO is responsible for reviewing the incoming news media inquiries and determining if SMEs within the SHOC are needed to review and provide input/response to the inquiries.

9.7.4   SMEs will utilize a variety of internal and external sources including the CDC to provide advice and assure the validity of the information provided to the PAO.

9.7.5   Information gathered by the PAO is shared with other collaborating agencies, as necessary, and as directed by the Incident Commander prior to release to the original inquiring news media or at a designated news conference.

9.7.6   Activities to verify and approve information for public release are coordinated through collaborative relationships among PIOs from public health, emergency management, law enforcement, and state/local governmental authorities. This may be accomplished through the activation of a Joint Information Center (See section 10.0).

9.8   Approved press releases and public health information messages will be released to media and community partners utilizing selected and appropriate forms of communication. (See Section 7.0, Methods of Public Communication)

9.9   Monitoring Messages:

9.9.1   The PAO and support staff will track the publication and broadcasting of public health messages released to the public.

9.9.2   Based upon public reaction and events taking place, messages will be reviewed and updated at regular intervals.

9.9.3   When possible, messages and education will be coordinated to be consistent, clear, and be based on the best available information.

10.0   Joint Information Center/Interagency Coordination

10.1   General:

10.1.1 Interagency coordination of messages is conducted primarily through the activities of the Joint Information Center (JIC), when activated.

10.1.2 The Joint Information Center will be activated at the discretion of Delaware Emergency Management Agency or the Governor's Office, in accordance with DEOP ESF 5.

10.1.3 For an event at the Salem/Hope/Creek Nuclear Power Plant, the Joint Information Center will be located in Salem, New Jersey.

10.2 Staffing:

10.2.1 Joint Information Center staff will consist of PIOs or their designees from federal, state, local agencies as authorized by the Delaware Emergency Management Agency Director or the Governor's Press Secretary or lead federal agency.

10.2.2 The Joint Information Center may also include administrative staff, Subject Matter Experts and information technology support staff as necessary to prepare and disseminate messages to the news media, the public and internal/external agencies in an accurate and timely fashion.

10.3 Procedures:

10.3.1 Designated staff will report as soon as possible following notification of the Joint Information Center activation.

10.3.2 A schedule will be established to ensure adequate staff coverage to sustain 24 hour operations for the duration of the event.

10.3.3 Once the Joint Information Center is operational, all media contacts and information will be handled through the JIC to ensure information is distributed consistently and accurately.

10.3.4 The Joint Information Center will draft, coordinate, and distribute messages regarding the event and direct work related to the release of information to the media, public, and partners.

10.3.5 The Joint Information Center will provide updates to the Emergency Operations Center staff and all local, state, and federal partners, as outlined in this plan.

10.3.6 A draft of proposed communications will be presented to other partners represented in the Joint Information Center. Input will be solicited for possible message improvements. The PIO should highlight the portion of the message that requires specific consideration.

10.3.7 The ESF 8 Spokesperson at the Joint Information Center will:

    10.3.7.1 Ensure that public health issues related to the emergency situation are addressed.

    10.3.7.2 Disseminate information on the causative agent, health issues, need for any travel restriction, evacuation, isolation, or quarantine.

    10.3.7.3 Coordinate requests for spokespersons and Subject Matter Experts with PAO at SHOC.

    10.3.7.4 Assist in issuing media credentials.

    10.3.7.5 Address other local/regional information requests related to the situation that require distribution to the media and the general public.

    10.3.7.6 Develop, coordinate and manage websites as required.

    10.3.7.7 Provide support to the communications team after the event (i.e., mental health, human resources, etc.).

    10.3.7.8 Maintain a log of internal/staff/stakeholder/media health inquiries.

    10.3.7.9 Maintain contact with the media and update media contact lists.

11.0   Plan Maintenance

11.1   This plan will be reviewed and updated annually by the Office of Health and Risk Communications with support and oversight from the DPH Preparedness Section.

11.2   Immediately after an event, the Chief of Office of Health and Risk Communications and his/her staff will perform a comprehensive post-event evaluation of the public affairs function.

11.3   After review, the evaluation team will:

    11.3.1 Develop a list of strengths, weaknesses, opportunities, and threats or impacts on the Crisis and Risk Communication Plan.

    11.3.2 Determine if there are training issues involved, or if policies and procedures need to be revised.

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11.3.3 Forward recommendations to the DPH Preparedness Section for inclusion in exercise after-action report and any other programmatic consideration.

11.3.4 Revise the current Crisis and Risk Communication plan based on the above analysis.

12.0   Training, Exercise and Evaluation

12.1   All staff will receive annual training related to their position.

12.2   The plan will be tested and evaluated annually using the Office of Domestic Preparedness (ODP) evaluation tools.

12.3   "Just-in–time" training will be provided through the Office of Health and Risk Communications Chief and/or the SHOC training unit for public affairs team members.

12.4   Specialized training such as Interpreter Corps training will be scheduled at time(s) to be determined.

12.4.1 The Office of Health and Risk Communication will be provided with a current list of Interpreter Corps members annually.

13.0   Tabs

Tab A—References

The following references were used in preparation of this plan.

1. Delaware Emergency Operations Plan (DEOP)

2. Delaware Public Health Emergency Directory

3. State Health Operations Center Plan

4. Communications and Emergency Notification Standard Operating Guidelines

5. National Response Framework

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Crisis and Risk Communication Plan

Tab B—Glossary

All Hazards Plan   Refers to a plan that is developed to be rapidly adapted to any type of emergency resulting from various hazards.

CDC   Centers for Disease Control and Prevention

DEMA   Delaware Emergency Management Agency

EMA   Emergency Management Agency

EOC   Emergency Operations Center

EOP   Emergency Operations Plan

JIC   Joint Information Center

JIS   Joint Information System

OHRC   Office of Health and Risk Communications

PAO   Public Affairs Officer

PIO   Public Information Officer

SME   Subject Matter Expert

SHOC   State Health Operations Center

Tab C—Press Release Samples and Preparation Template

--THIS IS AN EXERCISE –

Delaware Health and Social Services *Division of Public Health*	**PRESS RELEASE**

FOR IMMEDIATE RELEASE	*Vincent P. Meconi* *Secretary*	*Jay Lynch* *Communications Director* *(302)255-9037- Office* *Jay.Lynch@state.de.us*

Reporters' contact: (302) 744-4704
DHSS-04-08

PUBLIC HEALTH CONFIRMS ANTHRAX

Delaware's Division of Public Health (DPH) announced today that a female patient at Wilmington Hospital has been diagnosed with inhalation anthrax. Since inhalation anthrax does not occur naturally, DPH alerted the Federal Bureau of Investigation (FBI), Governor Ruth Ann Minner's office, and the Delaware Emergency Management Agency (DEMA).

The patient, in her 30s, was admitted to Wilmington Hospital June 7 with rapidly progressing respiratory illness. The State Public Health Laboratory confirmed inhalation anthrax on June 10. Further investigation is ongoing.

The symptoms of inhalation anthrax include illness similar to severe influenza. This lasts 2-3 days, with coughing, chest pain, sore throat, mild fever, muscle aches and tiredness. Symptoms may improve briefly before quickly worsening to severe breathing problems and shock.

Anthrax is not transmitted person-to-person. Anthrax spores can live in the soil for many years and humans can become infected by handling or eating infected animal products or by inhaling an airborne form. Anthrax can be sprayed from any container capable of producing a very fine mist. It has also been used to contaminate mail.

Delaware Health and Social Services is committed to improving the quality of the lives of Delaware's citizens by promoting health and well-being, fostering self-sufficiency, and protecting vulnerable populations.

# # #
--THIS IS AN EXERCISE –

Crisis and Risk Communication Plan
Final, July 2008   Document Control #: 35-05-20/08/05/14b
Division of Public Health, State of Delaware

Delaware Health and Social Services
Division of Public Health

PRESS RELEASE

FOR IMMEDIATE RELEASE

Vincent P. Meconi
Secretary

Jay Lynch
Communications Director
(302)255-9037- Office
Jay.Lynch@state.de.us

Reporters' contact: (302) 744-4704
DHSS-04-09

ANTHRAX PATIENT DIES
SHELTER-IN-PLACE RECOMMENDED BY DPH

A Delaware woman diagnosed with inhalation anthrax yesterday died today at 8:20 a.m., Delaware's Division of Public Health (DPH) reports. Inhalation anthrax does not occur naturally and can be fatal.

Effective immediately, DPH advises residents to remain at their homes or workplaces until further notice, unless they are experiencing symptoms of inhalation anthrax. If symptomatic, they should report to their nearest Emergency Department.
DPH asks the public to watch local television news or listen to radio news reports for further details and instructions.

The symptoms of inhalation anthrax include illness similar to severe influenza. This lasts 2-3 days, with coughing, chest pain, sore throat, mild fever, muscle aches and tiredness. Symptoms may improve briefly before quickly worsening to severe breathing problems and shock.

The deceased patient, in her 30s, was admitted to Wilmington Hospital June 7 with rapidly progressing respiratory illness. She was employed by Financial Bank Corp (FBC) in Wilmington. FBC employees 800. The Federal Bureau of Investigation (FBI) is investigating.

Anthrax is not transmitted person-to-person. Anthrax spores can live in the soil for many years and humans can become infected by handling or eating infected animal products or by inhaling an airborne form. Anthrax can be sprayed from any container capable of producing a very fine mist. It has also been used to contaminate mail.

For more information, Delawareans can visit the DPH website www.dph.org/Operation Diamond Shield, or they can call the DPH Call Center at 1-888-295-5156.

Delaware Health and Social Services is committed to improving the quality of the lives of Delaware's citizens by promoting health and well being, fostering self-sufficiency and protecting vulnerable populations.

# # #
--THIS IS AN EXERCISE –

Crisis and Risk Communication Plan
Final, July 2008   Document Control #: 35-05-20/08/05/14b
Division of Public Health, State of Delaware

Template for Press Statement

If the media is "at your door" and you need time to assemble the facts for this initial press release statement, use this template for pre-prepared, immediate response to media inquires. Getting the facts is a priority. It is important that your organization not give in to pressure to confirm or release information before you have confirmation from your scientists, emergency operations center, etc.

The purpose of this initial press statement is to answer the basic questions: who, what, where, when. This statement should also provide whatever guidance is possible at this point, express the association and administration's concern, and detail how further information will be disseminated. If possible, the statement should give phone numbers or contacts for more information or assistance. Please remember that this template is meant only to provide you with guidance. One template will not work for every situation.

FOR IMMEDIATE RELEASE

CONTACT: (name of contact)
_____

PHONE: (number of contact)
_____

Date of release: (date) _____

Headline—Insert your primary message to the public

Dateline (your location)—Two to three sentences describing current situation

_____
_____
_____

Insert quote from an official spokesperson demonstrating leadership and concern for victims.

_____
_____
_____

Insert actions being taken.

_____
_____
_____

List actions that will be taken.

_____
_____
_____

Crisis and Risk Communication Plan

List information on possible reactions of public and ways citizens can help.

_____

_____

_____

Insert quote from an official spokesperson providing reassurance.

_____

_____

_____

List contact information, ways to get more information, and other resources.

_____

_____

_____

Crisis and Risk Communication Plan

Tab D—Job Action Sheets

Public Affairs Officer

Deputy Public Affairs Officer

Joint Information Center Officer

Joint Information Center Administrative Support

News Media Monitor

Call Center Officer

Call Center Shift Lead

Call Center Operator

Public Affairs Support/Spokesperson

Public Affairs Administrative Support

Note: See SHOC Plan for additional Job Action Sheet information

PUBLIC AFFAIRS OFFICER
JOB ACTION SHEET

To coordinate official media operations to include press releases, monitoring the news media for rumors, and operations of the Call Center as described in the *Crisis and Risk Communication Plan*.

NAME: _____

DATE: _____

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
Level 2—Localized Event, Potential Statewide Impact		
	Review assigned Job Action sheet.	
	Review previously prepared press releases for the specific event. Make necessary modifications, as needed.	
	Prepare new press releases based on specific event. Coordinate with Section Chiefs. Obtain the Incident Commander's approval.	
Level 3—Statewide Emergency		
	Receive appointment from Incident Commander, if not done in Level 2.	
	Review assigned Job Action sheet, if not done in Level 2.	
	Put on identification vest.	
	Ensure that all news and other media releases are coordinated with Section Chiefs and obtain approval of the Incident Commander.	
	When needed, activate staffing for the: A) Joint Information Center B) Call Center	
	Attend initial briefing by the Incident Commander.	
	Send the Joint Information Center Officer to the JIC, if established.	
	Test operations of cell and landline phones; fax lines, pagers, and e-mail addresses that are known.	
	Provide appropriate telephone numbers, fax numbers, e-mail addresses, and other contact information to the news media, hospitals, State EOC, and other agencies, as needed.	

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
	Coordinate assignment of staff personnel for writing press releases, monitoring the media, and organizing press conferences.	
	Review, revise, and coordinate changes to existing fact sheets and drafts, as appropriate.	
	Identify relevant fact sheet for immediate release, posting the on website, and use by the Call Center.	
	Review and ensure the currency of the public information posted to the website. Remove outdated information.	
	Develop initial incident information for media, as needed.	
	Ensure that the Call Center has been established and is operational.	
	Coordinate activities between PIOs assigned to JIC and SHOC.	
	Coordinate with the Incident Commander, as needed, to obtain information for use in preparing press releases.	
	Submit actions to EOC event log.	
	Start PIO events log if at an alternate location.	
	Delaware Health Alert Network (DHAN) Bulletins A) Implement procedure to distribute DHAN information B) Receive initial DHAN message from CDC. Forward to Planning Section for review. C) Help write, review, and approve HAN messages. D) Ensure that the State Health Officer has approved all HAN messages. E) Record receipt and transmission of all HAN alerts. F) Establish a listserv for distributing health alerts to new partners. G) Request simplified message to give to call takers.	

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
Demobilization		

	Forward all documents and working papers to the IAP & Documentation Unit including copies of any electronic records generated as part of the emergency response. Generally, the information should be relevant to:
	
	  A) Expense recovery.
	  B) Equipment and supplies leased or purchased.
	  C) Intelligence (non-classified) or other data that supports decisions made during the event.
	  D) Copies of all official communications generated during the event including Health Alert Network communications.
	  E) Purchase orders, contracts, and inventory records (pre and post incident).	

	Provide a summary report to the Incident Commander, Incident Command Group staff, section chiefs, branch directors, group supervisors, and unit leaders on the number of press releases, the number and types of news media to which the information was released, the locations by ZIP Code, if known, of the news media's base of operations, and the requested frequency of distribution or broadcast.	
	Provide copies of the names of staff and hours they worked to the IAP & Documentation Unit.	
	Provide copies of the worker's compensation claims from staff to the IAP & Documentation Unit.	
	Provide a summary report to PHPS about the strengths of and deficiencies in the response for the AAR. Include suggestions to correct the deficiencies, when appropriate.	

DEPUTY PUBLIC AFFAIRS OFFICER
JOB ACTION SHEET

1.) To assist the Public Affairs Officer in their duties.
2.) To maintain oversight over the Call Center and the Joint Information Center (JIC).

NAME: _____

DATE: _____

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
Level 1—Heightened Assessment		
	Review assigned Job Action Sheet.	
	Schedule a conference call with the Incident Commander, sections chiefs and back ups if you are made aware of an event, or participate in the Incident Commander's conference call.	
	Coordinate updates of contact information of SHOC staff and supporting agencies.	
Level 2—Localized Event, Potential Statewide Impact		
	Notify the Call Center and JIC Officers of alert status based on the nature and complexity of the event. Based on the nature and complexity of the event, recall or place them on stand-by.	
Level 3—Statewide Emergency		
	Sign in at assigned location.	
	Review assigned Job Action Sheet.	
	Put on green identification vest.	
	Receive briefing from Public Affairs Officer.	
	Record all activities in incident log.	
	Ensure scheduled breaks and relief is being handled.	
	Brief staff and obtain information for updates to Incident Commander.	

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
	Maintain communication with Public Affairs Officer: A) Provide routine progress reports B) Attend briefings C) Communicate requests for equipment, supplies, and personnel	
Demobilization		
	Forward all documents and working papers to the IAP & Documentation Unit including copies of any electronic records generated as part of the emergency response. Generally, the information should be relevant to: A) Expense recovery. B) Equipment and supplies leased or purchased. C) Intelligence (non-classified) or other data that supports decisions made during the event. D) Copies of all official communications generated during the event. E) Purchase orders, contracts and inventory records (pre and post incident).	
	Ensure that costs of DPH operations during an event are submitted for reimbursement, if applicable.	
	Provide copies of the names of staff and hours worked to the IAP & Documentation Unit.	
	Provide copies of the section's worker's compensation and other insurance claims to the IAP & Documentation Unit.	
	Provide a summary report to PHPS about the strengths and deficiencies in the response for the AAR. Include suggestions to correct the deficiencies, when appropriate.	

JOINT INFORMATION CENTER OFFICER JOB ACTION SHEET
1.)   To represent the Division of Public Health at the JIC.
2.)   To prepare information for release.
3.)   To provide information to the Incident Commander that is received through the JIC.
NAME: _____   **DATE:** _____

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
Level 3—Statewide Emergency		
	Review assigned Job Action Sheet.	
	Inform the Public Affairs Officer of the location of the JIC.	
	Make sure information, if not distributed by the Public Affairs Officer, is approved by the Incident Commander.	

	Provide a summary report to the Public Affairs Officer after each release of JIC information of the following:
	      A) Primary agency for whom the information was released
	      B) The intended audience
	      C) New media to which the information was released (TV, radio, printed, etc.)
	      D) Information that might impact DPH
	      E) Time the JIC will release updated information.	

	Brief the Incident Commander on any information received through the JIC.	

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
Demobilization		
	Forward all documents and working papers to the IAP & Documentation Unit including copies of any electronic records generated as part of the emergency response. Generally, the information should be relevant to: A) Expense recovery. B) Equipment and supplies leased or purchased. C) Intelligence (non-classified) or other data that supports decisions made during the event. D) Copies of all official communications generated during the event including Delaware Health Alert Network communications. E) Purchase orders, contracts and inventory records (pre and post incident).	
	Provide copies of information released by the JIC to the Incident Commander and Public Affairs Officer.	
	Provide a summary report to the Incident Commander and Public Affairs Officer on the impact that information released by the JIC had on DPH operations.	
	Provide copies of the names of staff and hours they worked to the IAP & Documentation Unit.	
	Provide copies of staff's worker's compensation and other insurance claims to the IAP & Documentation Unit.	
	Provide a summary report to PHPS about the strengths of and deficiencies in the response for the AAR. Include suggestions to correct the deficiencies, when appropriate.	

JOINT INFORMATION CENTER (JIC) ADMINISTRATIVE SUPPORT JOB ACTION SHEET

1.) To perform administrative duties necessary to support the Incident Commander, the Public JIC Officer, and the JIC Staff.

2.) To prepare written documents when requested.

JIC Administrative Support staff can be assigned to the command post, section, group, and/or unit. Assigned duties will vary.

NAME: _____

DATE: _____

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
Level 3—Statewide Emergency		
	Review assigned Job Action Sheet.	
	Perform duties as assigned.	
	Assist JIC Officer and JIC Staff with documenting all aspects of the event.	
	Establish message log and ensure that the JIC Officer receive critical messages.	
	Ensure that all written documents of the event are sent to the IAP & Documentation Unit as scheduled.	
Demobilization		
	Provide a summary report to PHPS about the strengths of and deficiencies in the response for the AAR. Include suggestions to correct the deficiencies, when appropriate.	

NEWS MEDIA MONITOR
JOB ACTION SHEET
To monitor the news media for accurately disseminated DPH information and rumor control.
NAME: _____
DATE: _____

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
Level 3—Statewide Emergency		
	Review assigned Job Action Sheet.	
	Obtain copies of all press releases by the Public Affairs Officer and/or the JIC.	
	Monitor electronic and printed news media for accuracy.	
	Monitor electronic and printed news media for rumors.	
	Inform Public Affairs Officer of inaccurate information or rumors.	
Demobilization		
	Forward all documents and working papers to the IAP & Documentation Unit including copies of any electronic records generated as part of the emergency response. Generally, the information should be relevant to: A) Equipment and supplies leased or purchased. B) Intelligence (non-classified) or other data that supports decisions made during the event.	
	Provide a summary report to the Incident Commander and Public Affairs Officer on the number of news media sources monitored, the frequency of monitoring, the basic information provided in the message, the city and state in which the news source was based, and the accuracy of the information.	
	Provide copies of the names of staff and hours worked to the IAP & Documentation Unit.	

CALL CENTER OFFICER
JOB ACTION SHEET

1.) To manage SHOC Call Center Operations.

2.) To train call takers.

NAME: _____

DATE: _____

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
Level 3—Statewide Emergency		
	Review assigned Job Action Sheet.	
	Put on identification vest.	
	Attend briefings by Public Affairs Officer.	
	Establish the Call Center. This center should be in close proximity to SHOC, but not contiguous to the SHOC.	
	Assess current status of: A) Internal and external telephone system B) Internet access C) Report the results of the assessment to the Public Affairs Officer.	
	Coordinate with the Public Affairs Officer to obtain the script containing authorized information to be released to the public and medical community.	
	Activate and staff the Call Center.	
	Make recommendations for the hours of operation for the Call Center.	

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
	Provide training and materials for all call takers including: A) Restrictions on information. B) Use of pre-established medical reporting forms to document all medical information required to be called in. C) Use of pre-established message forms to document all communication. D) Accessing outside resources. E) Documentation of calls. F) Recording calls that pose questions without answers. G) Directing calls from the media to the Public Affairs Officer.	
	Provide quality control of Call Center staff.	
	Ensure call takers receive all public information approved for release and all DHAN bulletins.	
	Provide the Call Center's telephone number and hours of operations to the Public Affairs Officer for release to the news media.	
	Report at shift changes: A) Number of calls when the Call Center is operating. B) Distribution of calls over time, specifically peak periods. C) Number of staff handling calls.	
	Notify Public Affairs Officer about recurring rumors and questions that are not addressed in call script.	
	Direct calls from those who wish to volunteer to help DPH staff the Call Center, NEHCs, or other operations to the Human Resources Branch.	
	Identify the number of telephone lines to be operational and make necessary requests for the establishment of additional telephone lines.	
	Observe all staff for signs of stress and provide with nourishment, rest periods, and relief.	
	Remind personnel to clean up work areas during operations and upon termination of the Call Center.	

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
Demobilization		
	Forward all documents and working papers to the IAP & Documentation Unit including copies of any electronic records generated as part of the emergency response. Generally, the information should be relevant to: A) Expense recovery. B) Equipment and supplies leased or purchased. C) Intelligence (non-classified) or other data that supports decisions made during the event. D) Copies of all official communications generated during the event. E) Purchase orders, contracts, and inventory records (pre and post incident).	
	Provide a summary report to the Incident Commander, Incident Command Group staff, section chiefs, branch directors, group supervisors, and unit leaders on the number of call takers used, the types of calls handled, the locations, by ZIP Code, from which the calls originated, and the final disposition of the calls.	
	Provide copies of the names of staff and hours worked to the IAP & Documentation Unit.	
	Provide copies of the worker's compensation and other insurance claims to the IAP & Documentation Unit.	
	Provide a summary report to PHPS about the strengths of and deficiencies in the response for the AAR. Include suggestions to correct the deficiencies, when appropriate.	

<table>
<tr><td colspan="3" align="center">CALL CENTER SHIFT LEAD
JOB ACTION SHEET</td></tr>
</table>

1.)   To provide oversight and assistance to SHOC Call Center Operators.

2.)   Conduct Just-In-Time training prior to each shift.

NAME: _____

DATE: _____

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
Level 3—Statewide Emergency		
	Review assigned Job Action Sheet.	
	Assist the Call Center Officer in providing Just-In-Time training and materials for all call takers including: A) Restrictions on information. B) Use of pre-established medical reporting forms to document all medical information required to be called in. C) Use of pre-established message forms to document all communication. D) Accessing outside resources. E) Documentation of calls. F) Recording calls that pose questions without answers. G) Directing calls from the media to the Public Affairs Officer.	
	Provide quality control of Call Center staff.	
	Report to the Call Center Officer at shift changes: A) Number of calls when the Call Center is operating. B) Distribution of calls over time, specifically peak periods. C) Number of staff handling calls.	
	Observe all staff for signs of stress and provide with nourishment, rest periods, and relief.	
	Remind personnel to clean up work areas during operations and at the end of each shift.	
Demobilization		

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
	Forward all documents to the Call Center Officer including copies of any electronic records generated as part of the emergency response including your summary reports of the number and types of calls taken.	
	Provide a summary report to PHPS about the strengths of and deficiencies in the response for the AAR. Include suggestions to correct the deficiencies, when appropriate.	

CALL CENTER OPERATOR
JOB ACTION SHEET

1.) To provide scripted information to the general public.
2.) To refer the public to the appropriate technical advisors when question go beyond the scripted information.

NAME: _____

DATE: _____

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
Level 3—Statewide Emergency		
	Review assigned Job Action Sheet.	
	Attend training session.	
	Log into computer call taking system	
	Report media calls to Public Affairs Officer.	
	Provide scripted answers to callers' questions. Forward calls related to questions beyond the scripted answers to the appropriate agencies.	
	Notify Call Center Officer about recurring rumors and questions that are not addressed in scripted responses.	
	Clean up station during and after shift.	
Demobilization		
	Provide a summary report to the Call Center Officer about the strengths of and deficiencies in the response for the AAR. Include suggestions to correct the deficiencies, when appropriate.	

PUBLIC AFFAIRS SUPPORT/SPOKESPERSON JOB ACTION SHEET
1.) To serve as DPH representative when appointed to do so by the Public Affairs Officer.
2.) Manage all press conferences and briefings when directed by the Public Affairs Officer.

NAME: _____

DATE: _____

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
Level 3—Statewide Emergency		
	Sign in at assigned location.	
	Review assigned Job Action Sheet.	
	Put on identification vest.	
	Serve as representative and spokesperson for DPH as directed by the Public Affairs Officer.	
	Conduct press conferences and/or briefings at the direction of the Public Affairs Officer.	
	Present information developed by the JIC and approved by the Incident Commander and the Public Affairs Officer.	
Demobilization		
	Forward all documents to the IAP & Documentation Unit including copies of any electronic records generated as part of the emergency response. Generally, the information should be relevant to: A) Expense recovery. B) Equipment and supplies leased or purchased. C) Intelligence (non-classified) or other data that supports decisions made during the event. D) Copies of all official communications generated during the event including Health Alert Network communications. E) Purchase orders, contracts and inventory records (pre and post incident).	

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
	Provide a summary report to PHPS about the strengths and deficiencies in the response for the AAR. Include suggestions to correct the deficiencies, when appropriate.	

Crisis and Risk Communication Plan

PUBLIC AFFAIRS ADMINISTRATIVE SUPPORT
JOB ACTION SHEET

3.) To perform administrative duties necessary to support the Incident Commander, the Public Affairs Officer, and the Public Affairs Staff.

4.) To prepare written documents when requested.

Public Affairs Administrative Support staff can be assigned to the command post, section, group, and/or unit. Assigned duties will vary.

NAME: _____

DATE: _____

DATE/TIME TASK DONE	TASK DESCRIPTION	REFERENCE
Level 3—Statewide Emergency		
	Review assigned Job Action Sheet.	
	Perform duties as assigned.	
	Assist Public Affairs Officer and Public Affairs Staff with documenting all aspects of the event.	
	Establish message log and ensure that the Public Affairs Officer receive critical messages.	
	Ensure that all written documents of the event are sent to the IAP & Documentation Unit as scheduled.	
Demobilization		
	Provide a summary report to PHPS about the strengths of and deficiencies in the response for the AAR. Include suggestions to correct the deficiencies, when appropriate.	

Tab E—Forms

Notification/Coordination Roster

Call Center Form

Template for Pre-prepared, Immediate Response to Media Inquires

Anticipated Questions and Answers Worksheet

Message Development Worksheet

Emergency Risk Communication - Quick Planning Worksheet

Site History Worksheet

Situation Overview Worksheet

Notification/Coordination Roster

Use this worksheet to identify organizations and individuals who should be contacted/coordinated with in the event of an emergency. Be sure to include both day and evening contact information.

Group	Notifications (check those that apply)	Contact	
	Within CDC (depending on event)	Who	How (Day/Evening)
	Associate director for minority health		
	Associate director for science		
	Freedom of Information Act office		
	Information resources management office		
	Management analysis and services office		
	National Vaccine Program Office		
	Office of Global Health		
	Office of Health and Safety		
	Office of Women's Health		
	Epidemiology Program Office		
	National Center for Chronic Disease Prevention and Health Promotion		
	National Center for Environmental Health		
	Office of Genetics and Disease Prevention		
	National Center for Health Statistics		
	National Center for HIV, STD, and TB Prevention		
	National Center for Infectious Diseases		
	National center for Injury Prevention and Control		
	National Immunization Program		
	National Institute for Occupational Safety and Health		
	Public Health Practice Office		
	Other		

CALL CENTER   Date _____   Time _____ am/pm   Call taken by _____

Nature of call:
Specific information contained in stock materials:
Disease or illness-related
Treatment-related
Prevention-related
Clarify recommendations
Current status of the incident
Hot topic 1_____
Hot topic 2_____

Request for referral:
For more health information
For medical attention
Other _____

Feedback to agency:
Complaint about specific contact with agency
Complaint about recommended actions
Concern about ability to carry out recommended action
Report possible cases or markers (e.g., dead birds for West Nile or increased absences from place of employment)
Rumor or misinformation verification (briefly describe)

Outcome of call:
Calmed caller based on scripted information

Referred caller to:
Health expert outside the department
Personal doctor or health care professional
Emergency room
Red Cross or other non-government organization
FEMA or state emergency management agency

Action needed:
None
Return call to: Caller's name: _____ Telephone number: _____
                        Gender: ____M ____ F

Return Call urgency:
Critical (respond immediately)
Urgent (respond within 24 hours)
Routine

Crisis and Risk Communication Plan

Template for Pre-prepared, Immediate Response to Media Inquires

Use this template if the media is "at your door" and you need time to assemble the facts for the initial press release statement. Getting the facts is a priority. It is important that your organization not give in to pressure to confirm or release information before you have confirmation from your scientists, emergency operations center, etc. The following are responses which give you the necessary time to collect the facts. Use "Template for Press Statement" for providing an initial press release statement after the facts are gathered.

NOTE: Be sure you are first authorized to give out the following information.

Date: _____ Time: _____ Approved by: _____

"We've just learned about the situation and are trying to get more complete information now. How can I reach you when I have more information?"

"All our efforts are directed at bringing the situation under control, so I'm not going to speculate about the cause of the incident." How can I reach you when I have more information?"

"I'm not the authority on this subject. Let me have (name) **call you right back."**

"We're preparing a statement on that now. Can I fax it to you in about two hours?"

"You may check our web site for background information and I will fax/e-mail you with the time of our next update."

This is an evolving emergency and I know that, just like we do, you want as much information as possible right now. While we work to get your questions answered as quickly as possible, I want to tell you what we can confirm right now:

At approximately (time)**, a** (brief description of what happened)**.**

At this point, we do not know the number of (persons ill, persons exposed, injuries, deaths, etc.) **.**

We have a (system, plan, procedure, operation) **in place for just such an emergency and we are being assisted by** (police, FBI, Emergency Operations Center) **as part of that plan.**

The situation is (under) (not yet under) **control and we are working with** (local, State, Federal) **authorities to** (contain this situation, determine how this happened, determine what actions may be needed by individuals and the community to prevent this from happening again)**.**

We will continue to gather information and release it to you as soon as possible. I will be back to you within (amount of time, 2 hours or less) **to give you an update. As soon as we have more confirmed information, it will be provided.**

We ask for your patience as we respond to this emergency.

Source: CDC Public Health Training Network satellite and web broadcast CDC Responds: Risk Communication and Bioterrorism December 6, 2001, Barbara Reynolds, CDC Crisis Communication Plan, Draft 1999.

Anticipated Questions and Answers Worksheet

Use these worksheets to write anticipated questions about a specific event; then develop appropriate answers for the public and sound bites for the media.

Step 1: Review the following list of questions commonly asked by the media. The spokesperson should have answers to these questions prepared and change/update as necessary throughout the duration of the crisis:

Questions Commonly Asked by Media in a Crisis (Covello, 1995)
What is your (spokesperson's) name and title?
What effect will it have on production and employment?
What happened? (Examples: How many people were injured or killed? How much property damage occurred?)
What safety measures were taken?
When did it happen?
Who is to blame?
Where did it happen?
Do you accept responsibility?
What do you do there?
Has this ever happened before?
Who was involved?
What do you have to say to the victims?
Why did it happen? What was the cause?
Is there danger now?
What are you going to do about it?
Will there be inconvenience to the public?
Was anyone hurt or killed? What are their names?
How much will it cost the organization?
How much damage was caused?
When will we find out more?

Step 2: Using the Answer Development Model below, draft answers for the public and sound bites for the news media in the space provided below the model. Then go back and check your draft answers against the model. Don't forget that sound bites for the news media should be 8 seconds or less and framed for television, radio or print media.

Answer Development Model	
In your answer/sound bite, you should…	**By…**
Express **empathy and caring** in your first statement	Using a personal story Using the pronoun "I" Transitioning to the conclusion
State a **conclusion** (key message)	Limiting the number of words (5-20) Using positive words Setting it apart with introductory words, pauses, inflections, etc.
Support the conclusion	At least two facts An analogy A personal story A credible 3rd party
Repeat the conclusion	Using exactly the same words as the first time
Include **future action(s)** to be taken	Listing specific next steps Providing more information about - Contacts - Important phone numbers

Question:

_____

_____

_____

_____

Response for Public:

_____

_____

_____

_____

Sound bite for Media:

_____

_____

_____

_____

Question:

_____

_____

_____

_____

Response for Public:

_____

_____

_____

_____

Sound bite for Media:

_____

_____

_____

_____

Message Development Worksheet

Step 1: Determine Audience, Message Purpose, and Delivery Method by checking each that applies:

Audience:	Purpose of Message:	Method of delivery:
Relationship to event	Give facts/update	Print media release
Demographics (age, language, education, culture)	Rally to action	Web release
Level of outrage (based on risk	Clarify event status	Through spokesperson (TV or in-person appearance)
	Address rumors	

principles)	Satisfy media requests	Radio Other (e.g., recorded phone message

Step 2: Construct message using Six Basic Emergency Message Components:

1. Expression of empathy:
_____
_____

2. Clarifying facts/Call for Action:
Who_____
What_____
Where_____
When_____
Why_____
How_____
3. What we don't know:
_____

_____

4. Process to get answers:
_____

_____

5. Statement of commitment:
_____

_____

6. Referrals:

For more
information_____
Next scheduled
update_____

Step 3: Check your message for the following:

Does your message use…	Yes	No
positive action steps?		
an honest/open tone?		
risk communication principles?		
simple words, short sentences?		
Does your message avoid…		
jargon?		
judgmental phrases?		
humor?		
extreme speculation?		

Crisis and Risk Communication Plan

Emergency Risk Communication - Quick Planning Worksheet

Site Name

Date _____

Site Team

Think about the people on your site team. Who will have what communication responsibilities? (Do not forget about team members outside the agency, such as state health and environmental departments, community representatives, EPA, etc.)

Name, division, phone   **Responsibilities/expertise**

_____

Situation Overview *(Attach a site map)*

Summarize the situation.

Crisis and Risk Communication Plan

Quick Planning Worksheet (continued)
Summarize the emergency risk situation.

What are the community's main concerns?
Health

Environmental

Economic

Legal

Resources and Contacts
List the name, address, phone, and e-mail for these key contacts.
State Health Department

Local Health Department

EPA Regional Representative

Crisis and Risk Communication Plan

Quick Planning Worksheet (continued)
Media
List the station/paper contact name, address, and phone for the major media serving the community.
Newspaper

Radio

Television

Audiences
List the three main audiences at the site, identify the contact, and summarize each group's concerns.
1.

2.

3.

Objectives ("what" you want to accomplish and how long it will take)
Determine your emergency risk communication objectives. Consider what behaviors, knowledge, and attitudes of community residents you want to influence.
1.
2.
3.
Messages
Write out your three main communication messages and stick to them.
1.
2.
3.

Strategies and Techniques

Outline your communication strategies (what you plan to do) and tactics (how you will do it).

1.

      Tactics

2.

      Tactics

3.

      Tactics

4.

      Tactics

Timeline

Create a timeline for emergency risk communication activities, including the responsible party and due date.

Evaluation

Outline your plan to track your work against your original objectives.

Planning (formative) evaluation to test messages and materials

Immediate impact (process) evaluation to review/document activities conducted

Midpoint (outcome) evaluation to determine whether short-term objectives were met

Results (impact) evaluation to assess long-term impact

Source: Adapted from *ATSDR Handbook 8-01*

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Division of Public Health, State of Delaware

Site History Worksheet

Attach a map of the site and its relationship to residences, schools, parks, water sources, etc.

Key Facts

Past uses of site

Ownership of site

Employment at site

EPA involvement

Critical decisions and significant actions

Key dates in the future

Government Structure

Local government type

Key political players

Community's past involvement with government/agencies

Community Description

Geographic boundaries

Total population density

Commuting populations

Age distribution of residents

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Education level

Ethnic mix

Languages spoken

Socioeconomic status

Religious groups

Interests

Characteristics

____ Immediate neighborhood	____ Wildlife/natural resource areas
____ Schools/childcare facilities	____ Community medical facilities
____ Community buildings (churches)	____ Additional industries in area
____ Office buildings/work facilities	____ Other potential sources of pollution
____ Parks and recreation areas	

Community Concerns

Health concerns

Environmental concerns

Economic concerns

Legal concerns

Unmet needs for information, education, or training

Perceived lack of response to concerns

What does the community know about the site?

What gaps exist in the community's knowledge?

What does the community want to know?

What attitudes/beliefs do community members hold that may *negatively* affect their willingness to engage in preventive actions or community collaborations?

What attitudes/beliefs do community members hold that may *positively* affect their willingness to engage in preventive actions or community collaborations?

What are community members doing that puts them at risk?

What can community members do to protect themselves from site-related hazards?

Community Organizations and Contacts
Environmental

Business

Social

Religious

Community Leaders
Elected

Non-elected

Site Publicity
News coverage

Visibility of site

Source: Adapted from *ATSDR Handbook 8-0*1

Crisis and Risk Communication Plan

Situation Overview Worksheet

Site Name   Date

Summarize your knowledge of the situation, including a brief site history, overview of work to date at the site, and any unique circumstances of the investigation.

Type of Site

_____ NPL Superfund	_____ Department of Energy
_____ Cooperative Agreement	_____ Military Base
_____ Department of Defense	_____ Brownfield
_____ Minority Health	_____ Environmental Justice

Public Health Situation
Contaminants of concern detected

Environmental media with potential or known contamination
_____ air   _____ sediment
_____ soil   _____ biological (fish/game)
_____ water

Residents on groundwater wells? _____ yes _____ no

Potential health effects

Suspected and/or documented health effects

Completed exposure pathways

Potential exposure pathways

Known exposures

Tab F—Equipment and Supplies Checklist

Equipment:	Location	How to Obtain It
❏ Fax machine (pre-programmed for broadcast fax releases to media and partners)		
❏ Computers (on LAN with e-mail listservs designated for partners and media)		
❏ Laptop computers		
❏ Printers for every computer		
❏ Copier (and backup)		
❏ Several tables		
❏ Cell phones/pagers/personal data devices and e-mail readers		
❏ Visible calendars, flow charts, bulletin boards, easels		
❏ Designated personal message board		
❏ Small refrigerator		
❏ Paper		
❏ Color copier		
❏ A/V equipment		
❏ Portable microphones		
❏ Podium		
❏ TVs with cable hookup		
❏ VHS VCR		
❏ CD-ROM		
❏ Paper shredder		

Supplies:	Location	How to Obtain It
❑ Copier toner		
❑ Printer ink		
❑ Paper		
❑ Pens		
❑ Markers		
❑ Highlighters		
❑ Erasable markers		
❑ FedEx and mail supplies		
❑ Sticky notes		
❑ Tape		
❑ Notebooks		
❑ Poster board		
❑ Standard press kit folders		
❑ Organized B-roll beta format (keep VHS copies around for meetings)		
❑ Formatted computer disks		
❑ Color-coded everything (folders, inks, etc.)		
❑ Baskets (to contain items not ready to be thrown away)		
❑ Organizers to support your clearance and release system		
❑ Expandable folders (indexed by alphabet or days of the month)		
❑ Staplers (several)		
❑ Paper punch		
❑ Three-ring binders		

Supplies:	Location	How to Obtain It
❑ Organization's press kit or its logo on a sticker		
❑ Colored copier paper (for door-to-door flyers)		
❑ Paper clips (all sizes)		
❑ Personal "go kit": - sweater/sweatshirt - rain gear - ball cap - comfortable shoes - socks - underwear - gloves (cold climates) - toothpaste/toothbrush, floss - mouthwash - deodorant - brush/comb - snacks (nutrition bars) - bottled water - other personal toiletries as needed		

Other Resources List

Services Contracts:
- ❑ A media newswire
- ❑ A radio newswire
- ❑ Writers or public relations personnel who can augment your staff
- ❑ Administrative support
- ❑ A phone system/contractor to supply a phone menu that directs caller to level of information desired:
  - General information about the threat
  - Tip line, listing particular actions people can take to protect themselves
  - Reassurance/counseling
  - Referral information for health care/medical facility worker
  - Referral information for epidemiologists or others to report cases
  - Lab/treatment protocols
  - Managers looking for policy statements for employees

Crisis and Risk Communication Plan