

PREPARE FOR A CRISIS BEFORE IT HAPPENS

Presented by Mike Milligan
President and owner of Legato Marketing & Communications

Background

Experience with healthcare organizations of various sizes.

- Corporate experience
- PR Director for Aurora
 - Opening of new hospitals
- Dow Chemical Company
 - Communicate safety of pesticides
- "Team A"
 - Hurricane preparation



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"It takes 20 years to build a reputation and five minutes to ruin it."

-Warren Buffet

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Prepare for a Crisis Before it Happens

- Rational vs. emotion decisions
- Position yourself as a leader
- Drastically improve chances of a successful communications outcome



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Think about the unthinkable

What would you do?

How you manage the unfolding story of a crisis plays a key role in how quickly your organization will recover.


- Cyber attack
- Malpractice
- Biohazard
- Fire

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Think about the unthinkable

Crisis
vs.
Disaster



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Scenarios

- Medication errors
- Surgical errors
- Financial inquiries
- Change in management
- Layoffs




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COMMON MYTHS ON HEALTHCARE CRISIS MANAGEMENT

Common Myths

1. It's OK to Play Ostrich
 - Say nothing, do nothing
 - Assume you'll have time to react
2. Media is the Enemy
 - Refuse to speak with certain reporters
 - Badmouth reporters in public forums



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Common Myths

3. Reaction-Mode is Acceptable

- Responding versus initiating
- Always on the defense

4. Use Confusing Language

- Jargon and arcane acronyms
- Speak above the media/general public



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Common Myths

5. Truth will Triumph

- You have the facts
- Reality will be accepted

6. Address Issues; Ignore Feelings

- State only the facts



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Disastrous Quotes

“We’re sorry for the massive disruption it’s caused their lives. There’s no one who wants this over more than I do. I would like my life back.”

- BP CEO Tony Hayward, May 31, 2010: on the oil spill disaster that claimed 11 lives.

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||| **Disastrous Quotes**

"I think the environmental impact of this disaster is likely to have been very, very modest."

- BP CEO Tony Hayward, May 18, 2010: interview with Sky News television.

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THE RUMOR MILL

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||| **Missteps to Avoid**

- Sugarcoating



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||| Missteps to Avoid

- Secrets




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||| Missteps to Avoid

- Multiple official voices



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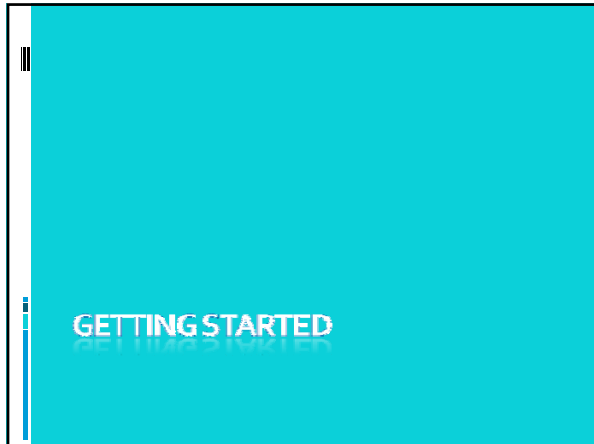
||| Missteps to Avoid

- "No comment"



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||| Crisis Communications Plan

Components:

- Situation
- Initial statement
- Key messages
- Spokespersons
- Crisis team members and contact information

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||| Crisis Communications Plan

What to do and when.

- Prepare and anticipate
- Develop key messages in advance
- Gain management input and buy-in
- Be proactive
- Demonstrate leadership
- Develop communication tools

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||| Crisis Communications Plan

Potential Communications Tools

- Intranet/video
- Internal communications
- Separate voicemails/info centers
- Social media
- Web/email
- Phone trees
- Employee/management marketing
- Media
 - "Heads up" to key reporters
 - Media advisories, news conference



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||| Crisis Communications Plan

Key Message Development

- Empathy
- Take responsibility*
- Compassion
- Decisiveness
- Timeliness
- Consistent
- Stick to the facts
- Avoid placing blame
- Be solution-oriented
- Get all bad news out at once

* Depends on situation



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**"If it's not important to senior management,
it will not be important to
middle management or
line management at all."**

-Denny Lynch, Senior Vice President of Communications, Wendy's


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||| Crisis Communications Plan

Vulnerability audit.

- Likely crises & worst case scenarios
- "Smoldering crisis"
- Rank probabilities



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||| Crisis Communications Plan

Template.

• Notification of:

- Key leaders
- Media
- Employees
- Customers
- Community
- Other stakeholders

• Pre-written, pre-approved statement during first critical hour



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||| Crisis Communications Plan

Consider all audiences, sequence:

- Board members
- Upper management
- Business leaders
- Physicians
- Employees
- Insurance providers
- Media
- Government officers
- Volunteers
- Vendors
- Patients



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||| Crisis Communications Plan

Internal Barriers/
Opportunities

- Management philosophies
- Transparency
- Proactive versus reactive
- Legal
- HIPAA



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||| Crisis Communications Plan

Messages &
communications strategy.

- Scripts
- Legal and corporate approval



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||| Crisis Communications Plan

Identify Spokesperson(s)

When is it the CEO?

CEO as spokesperson can elevate situation.



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||| Crisis Communications Plan

Spokesperson Training

- Media training
- Role playing
- Anticipate questions




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||| Crisis Communications Plan

Test.

- Expose flaws
- Determine quality of spokespeople



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"Ninety-percent of crisis response is communications."

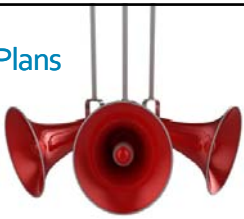
-Barbara Reynolds, Center of Disease Control, USA

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Emergency Response Plans


- Incorporate communications in emergency response plan
- Involve:
 - Police
 - Fire
 - Rescue
 - EMS



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Considerations


- Location, frequency of updates
- Necessary AV
- Communication with command post



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Media Room

- Separate from:
 - Patients
 - Family members



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FOR MORE INFORMATION, POSITION PAPER

Email krisw@golegato.com



QUESTIONS, COMMENTS
