

# Crisis Management Plan

A Guide for Home Healthcare





# **Table of Contents**

## **Introduction**

Purpose.....	5
Why Have a Crisis Management Plan?.....	5
What Do We Mean by Crisis?.....	6

## **Responding to the Crisis**

Establishing a Crisis Management Team?.....	7
Responsibilities.....	7
Addressing the Situation.....	8

## **Crisis Analysis and Strategies**

Abduction/Missing Person.....	9
Assault/Battery.....	9
Vehicle Accident.....	10
Chemical/Hazardous Material.....	10-11
Dangerous Animal on Property.....	11
Fire/Explosion.....	11
Food Poisoning.....	12
Illness/Death.....	12
Hostage Situation/Terrorism.....	12
Natural Disaster/Weather Emergency.....	13
National Catastrophe.....	13
Disorderly/Dangerous Conduct.....	14
Trespasser/Intruder.....	14
Managing Media Coverage.....	15
Power Outage.....	15
Water Main Break.....	16
Gas Leak.....	16

## **Analyzing the Crisis to Form Strategy**

Developing Messages.....	17
Sample Statement for Release.....	17

### **Spokespeople**

Selecting and Working with a Spokesperson.....	18
Spokespeople Do's and Don'ts.....	18-19
Briefing Spokespeople.....	19

### **Resources and Checklists**

Useful Resources During a Crisis.....	20
Checklist for Holding a News Conference.....	21
Crisis Manual Contents.....	22
Manual Distribution and Upkeep.....	23

### **Appendix: Sample Forms**

Contact List.....	24
Emergency Telephone List.....	25
Incident Information Sheets.....	26
Media Contact List.....	27
Media Inquiry Logs.....	28

## **Purpose**

The purpose of the Crisis Management Plan is to allow our agency to better manage and assist with our duties and responsibilities when responding to a crisis situation.

**Goal:** To maintain the orderly operation of the agency and to meet the needs of the elderly, their families, and the staff at the agency.

### **Objective:**

1. To meet the special needs of the elderly by working with family, staff, community resources, and specialists.
2. To communicate with staff, family, and the general public through the most effective practical methods.
3. To present a unified and predictable plan of action to be enacted by the agency staff in event of any crises.
4. To continue effective instruction and carry out established routines and regulations.
5. To maintain a safe environment for the elderly and staff.

## **Why Have a Crisis Management Plan?**

A crisis is defined as a time of intense difficulty, trouble, or danger; a time when a difficult or important decision must be made. All Home Healthcare Agencies, at one time or another, will be faced with a crisis of some degree. When a crisis does strike, a management plan is critical to protecting the agency's reputation and ability to fulfill its mission. An effective response can prevent a challenging situation from escalating into a full-blown crisis with negative implications. The key to responding well in a crisis is preparation.

A well-designed management plan reflects your agency's commitment to quality. With having a plan in place, you are preparing your staff to effectively manage a crisis situation. A crisis management plan should be a key component of an agency's overall disaster response plan.

This management plan is designed to help your agency develop a customized crisis management plan that will prepare you for a wide range of emergencies that may occur in your agency. A predetermined, proactive management plan is essential in maintaining public and stakeholder trust. And nothing is more important than trust.

## **What Do We Mean by Crisis?**

It is important to think about the range of events that might lead to a crisis. Events that could constitute a crisis for a home health care agency include:

- Abduction/Missing Person
- Assault/Battery
- Serious Accident/Medical Emergency
- Chemical/Hazardous Material
- Community Crisis
- Dangerous Animal on Property
- Evacuation
- Fire/Explosion
- Food Poisoning
- Hostage Situation/Terrorism
- Natural Disaster/Weather Emergency
  - Earthquake
  - Tornado
  - Hurricane
  - Flood
  - Wildfire
  - Heavy Winds
  - Storm
- Utility Outage
  - Power outage
  - Water Main Break
  - Natural Gas Leak
- National Catastrophe
- Disorderly/Dangerous Conduct
- Trespasser/Intruder
- Vandalism
- Illness/Death
  - Grief
  - Death
  - Illness
  - Family Tragedy
- Allegations of Inappropriate or Inadequate Care
- Medical Error
- Allegations Relating to Assisted Suicide
- Complaints Regarding Staff Interactions with Family Members
- Diversity Related Complaints
  - Ethnic
  - Racial
  - Cultural
  - Faith-based
- Health/Safety Violations
- Illegal/Immoral Acts by Staff or Volunteers

## **Establishing a Crisis Management Team**

Depending on the nature of your crisis, the following individuals and entities may be appropriate to include on the Crisis Management Team:

- CEO
- Senior Management
- Chief Communications Officer
- Key Communications Staff
- Director of Human Resources
- Risk Management Personnel
- Board Leadership
- Legal Counsel
- Home Healthcare Agency Staff
- Outside Public Relations Counsel
- Support Staff

## **Responsibilities**

The Crisis Management Team is responsible for all communication activities that are part of a healthcare agency's response. All members should understand their areas of responsibility and what they are accountable for doing. The roles of the members on the team should be established well before a crisis occurs.

The following list of responsibilities should be assigned to your Crisis Management Team members:

- Be prepared to assemble and address a situation as soon as it arises.
- Complete an Incident Report if one has not already been compiled by the manager involved in the emerging crisis. Take the lead on compiling the basic facts and chronology of the event or issue.
- Make preliminary assessment on scope of incident and level of media interest.
- Determine whether immediate response to media is appropriate.
- Alert the switchboard, receptionist, security, etc. to advise them on how to handle any members of the media or public arriving on-site, and to direct all media inquiries to the individual assigned to handle media interaction.
- Prepare a news release or statement and additional key messages related to the crisis.
- Designate the primary spokesperson and keep them well informed throughout the duration of the crisis.
- Decide whether a Crisis Management Team member should be sent to the incident site if one is not there already.
- Establish a clear protocol for who will approve all communications before statements are released.
- Field media inquiries and initiate contact with media when appropriate.
- Make needed arrangements for continuing to communicate throughout the duration of the incident, including designating a back-up.
- After the crisis is over, take the lead on analyzing all aspects of the crisis response. Incorporate revisions to procedures as necessary from lessons learned.

## Addressing the Situation

Make sure to keep these points in mind as your Crisis Management Team begins to address the situation:

- **Gather The Facts**
  - Find out exactly what happened. Designate a member of your team to gather the facts and compile a list of “what we know” and “what we don’t know”. Follow up on all outstanding questions.
  
- **Take Responsibility**
  - If your agency did something wrong, admit it. It is helpful to get all the information out. Then explain how you are implementing policy changes to make sure it doesn’t happen again.
  
- **Show Compassion**
  - Always show concern and respect for victims. Where appropriate, express the sorrow or regret of your staff and organization as a whole.
  
- **Do Not Speculate**
  - Only talk about what you know to be true. “I don’t know, but I will get back to you when I know more”, is a perfectly acceptable response during a crisis.
  
- **Speak with One Voice**
  - Designate a primary spokesperson and channel all media requests through that one person. All board members, staff, and others who may be contacted should know where to channel any inquiries they may receive. Other spokespeople may be designated as back-ups. No one should speak to the media without first coordinating with the primary spokesperson.

## Abduction/Missing Person

### Witnessed:

1. Call 911.
2. Gather facts about abduction and description of abductor and any vehicle.
3. Notify family.
4. Activate Crisis Management Team.
5. Decide on plan of action.
6. Prepare staff to be supportive.
7. Prepare fact sheet and media statement.
8. Crisis Management Team meets to debrief at the end of day.

### Not Witnessed:

1. Verify the person is missing. Search the housing area and neighborhood.
2. Call 911.
3. Notify family.
4. Activate Crisis Management Team.
5. Question neighbors or ensure availability for police questioning.
6. Decide on plan of action.
7. Prepare staff to be supportive.
8. Prepare fact sheet and media statement.
9. Crisis Management Team meets to debrief at the end of day.

## Assault/Battery

**Assault** is an unlawful attempt or threat to harm another person. **Battery** is any willful and unlawful use of force or violence upon another person.

1. Assess the situation.
2. Determine whether physical or emotional needs are first priority.
3. Utilize health services if needed.
4. Allow the individual the opportunity to express their emotions.
5. Help them attain the realistic assessment of what actually occurred and what precautions will need to be taken.
6. Reported cases are referred to the police. The victim can choose whether or not to press charges.
7. Take steps to ensure safety. Have family or friends stay if nearby.
8. Inform family of incident and ensure the safety of their family member.
9. Follow up with the victim to make sure they are okay and feel safe.

## Vehicle Accident

1. Ensure 911 has been called.
2. Report to the incident scene.
3. Determine if anyone is injured and the extent of the injuries.
4. Determine if they will be transported to the hospital, if so, which hospital.
5. Notify their Emergency Contact.
6. Accompany the injured to the hospital.
7. If there are multiple victims, request additional Crisis Management Team members to accompany the victims.
8. Provide emotional support to family and friends.
9. Brief family on accident.
10. Refer all media inquiries to your designated spokesperson.

## Chemical/Hazardous Material

**Hazardous materials** are those that “could cause injury or death; or damage or pollute land, air, or water.”

**Hazardous wastes** are defined as substances that are ignitable, corrosive, toxic, explosive, or reactive.

If you are involved with or observe a chemical/hazardous material spill, incident, or release:

1. Immediately call 911
2. Be prepared to provide the following information:
  - a. Building name and street address
  - b. Location of incident
  - c. Type of material/chemical involved
  - d. Estimated quantity of material/chemical involved
  - e. If anyone is injured or exposed.
  - f. Your name, phone number, and location
3. Follow instructions provided by emergency responders.
4. Turn off all ignition and heat sources.
5. Try not to inhale gases, fumes, or smoke.
6. Cover mouth with a clean cloth while leaving the area
7. If you come into contact with spilled material, immediately remove clothing and flush area with large amounts of water for at least 15 minutes. Use a safety shower if possible.

If you are notified of a chemical/hazardous materials release:

1. If an evacuation is ordered:
  - a. Leave the area immediately and move approximately ½ mile away.
  - b. Stay upstream, uphill, and upwind of the incident location.
2. If a “shelter in place” is ordered:
  - a. Close all outside windows and doors.

- b. Turn off heating/cooling system if possible.
- c. Go to pre-selected shelter room above ground level.
- d. If possible, fill gaps under doors and/or windows with wet towels.

## **Dangerous Animal on Property**

**Dangerous animal** means a lion, tiger, leopard, ocelot, jaguar, cheetah, margay, mountain lion, bobcat, jaguarondi, bear, hyena, wolf or coyote, or any poisonous or life-threatening reptile.

If a dangerous animal approaches:

1. Assume that the animal is potentially dangerous.
2. Stop all activities immediately and instruct all persons to proceed to a designated location as far from the animal as possible.
3. Contact the appropriate response personnel (911 or Animal Control)
4. Maintain calm and order until response personnel authorize activities to resume.

## **Fire/Explosion**

1. Call 911 and provide them with information about the emergency.
  - a. Confirm address of location
  - b. Provide exact location of smoke, fire, or gas odor.
2. Ensure fire alarm has sounded.
3. Meet with responding fire and police personnel.
  - a. Identify the location of fire, smoke, explosion, or gas smell
  - b. Advise location of any injured
4. Determine if circumstances require evacuation to an off-site location.
  - a. Check for all injuries
  - b. Account for all members
  - c. Immediately report anyone missing or injured.
  - d. Continue to maintain control of the situation.
5. Notify appropriate Crisis Management Team member.
6. Monitor the situation and provide updates and additional instructions as needed.
7. Document all actions taken by staff.

## **Food Poisoning**

1. Notify upper management
2. Notify family
3. Dispose of food
4. Seek emergency medical help
5. Document who is affected and treatment received
6. Follow checkout procedure
7. All Crisis Management Team members meet for feedback and debriefing

## **Illness/Death**

When an illness or death occurs or is anticipated, the following steps must be taken:

1. Any Crisis Management Team member who becomes aware of the situation should call for a meeting of the Crisis Management Team.
2. At the meeting:
  - a. Share all available information with the team
  - b. Identify all affected families and assign specific people to follow-up with each of those families.
  - c. Establish a position and statement for the spokesperson. All agree on information that can be conveyed to the families and public.
  - d. Agree upon the steps to be taken to manage the crisis.
3. Inform all Home Healthcare Agency staff of the incident and the crisis management plan that will be implemented. Evaluate the responses and make changes in the plan where necessary.
4. Crisis Management Team leader should create a written report for each incident to be placed on file. This report may include the facts of the incident, an analysis of the situation, and recommendations resulting from the incident, and other pertinent information.

## **Hostage Situation/Terrorism**

1. Determine if it is an internal or external threat.
2. Call 911.
3. Inform others of the intruder
4. Secure the immediate area to confine the situation
5. Secure the building by locking appropriate doors
6. Await assistance
7. Listen to the instructions given by the emergency response team
8. Send "all clear" to staff when giving the okay that it is clear.

## **Natural Disaster/Weather Emergency**

### **Tornado Warning or Severe Windstorm:**

1. Retain everyone inside the building or house
2. Seek shelter in the lowest levels of the building or an interior room. Keep clear of all exterior windows and doors
3. If safe to do so, evacuate rooms with large roof spans or those that are located where they will receive the full force of the wind
4. Open windows and blinds and remain close to inside walls
5. Monitor an am/fm radio and the public alert channel for information and warning notices
6. Notify utility companies of any outages or suspected breaks in the system
7. Shut off all electrical utilities until services are restored and cleared for use
8. Designated individuals will provide status reports on a regular basis to the Crisis Management Team

### **Winter Storm: Snow or Ice:**

1. Assess the situation
2. Adjust staff's schedules accordingly
3. If the agency needs to close for more than one day, inform the Crisis Management Team
4. Monitor the area for damage or power outages

## **National Catastrophe**

### **Be prepared:**

1. Know what warning signs your community has in place to signal an emergency
2. Listen to local media outlets to find out forecasts and emergency instructions.
3. Keep phone lines open to notify local authorities
4. Learn the emergency plans for your work site, as well as the community's evacuation route
5. Take a first aid class

## **Disorderly/Dangerous Conduct**

1. Upon witnessing Disorderly/Dangerous Conduct, staff should take steps to calm and control the situation and attempt to isolate the perpetrator from others, if it is safe to do so.
2. Notify the Crisis Management Team
3. Crisis Management Team will initiate the proper plan sequence.
4. If determined to be appropriate, call 911 and provide your exact location and nature of the incident.
5. If the perpetrator is a family member, an attempt should be made to notify the family. (Family members may provide useful information in handling the situation.)

## **Trespasser/Intruder**

### **Staff:**

1. Politely greet intruder and identify yourself
  - a. Consider asking another staff person to accompany you before approaching intruder
2. Ask the intruder/trespasser the purpose of their visit
  - a. If possible attempt to identify the individual and/or vehicle
3. If the intruder's purpose is not legitimate, ask them to leave and accompany them to the exit
4. If the intruder refuses to leave, notify the Crisis Management Team and police

### **Crisis Management Team:**

1. Respond to call for assistance from staff
2. Advise the intruder that they are trespassing and need to leave the building, and if they do not leave the police will be notified
3. If the subject refuses or their purpose is not legitimate, consider initiating lockdown procedures.
4. Call 911 and notify the police
  - a. Advise the police if the intruder is still in the building or on the property.
5. Give the police a full description of the intruder, name (if known), clothing, facial features, and other descriptors. Note if the subject is carrying a weapon or package.
6. Back away from intruder if they indicate they are a potential for violence. Allow an avenue of escape for both you and the intruder
7. If possible, maintain visual contact with the intruder
8. Document all actions taken by staff

## **Managing Media Coverage**

### **Four principles to consider when putting together your key message:**

1. Empathy – Show that you understand why people might be angry/upset/confused with the situation
2. Context – Put your situation in the context of what is happening to the sector as a whole, or to similar agencies.
3. Action – Outline what your agency is doing to deal with the crisis and give examples of where you have already dealt with issues successfully, when possible.
4. Transparency – Be open and honest. Journalists and their audiences can tell if you are hiding something. Being dishonest can do more damage to your agency's reputation. Respect can be gained by admitting fault and being clear about the reasons for it.

### **Crisis Communications Plan:**

1. Decide whether it should go public
2. Identify your key messages.
3. Use a short question and answer sheet
4. Develop a statement
5. Identify and brief the spokespeople
6. Double check that all communication mechanisms are in place and establish protocol

## **Power Outage**

### **With advance warning:**

1. Alert Crisis Management Team to specific responsibilities
2. Turn off all electrical equipment
3. Turn off all electrical switches at the electrical panel
4. When power is restored, Crisis Management Team will check the effect of the power outage on the site.

### **Without advance warning:**

1. Notify Crisis Management Team
2. Tune to Emergency Broadcast System on a battery-powered radio
3. Crisis Management Team will survey the site for any power problems or potential safety concerns that may have caused or resulted from the power outage
4. Contact the local power station to determine the nature of the power outage and whether any action is necessary by the Crisis Management Team
5. Alert Crisis Management Team to specific responsibilities
6. Turn off all electrical equipment
7. Turn off all electrical switches at the electrical panel
8. When power is restored, Crisis Management Team will check the effect of the power outage on the site.

## **Water Main Break**

1. Contact Crisis Management Team
2. Crisis Management Team member calls Water Department to report an interruption in water service and to inquire about the restoration of services.
3. Notify the fire department
4. Crisis Management Team informs management and management decides whether to evacuate or wait out the interruption of service.

## **Gas Leak**

In the event of a natural gas leak, there is a danger of fire and/or explosion. It is imperative that building occupants are notified of a significant leak in a timely manner and are prepared to evacuate the building.

If gas leak is suspected, do not turn on any electrical equipment or lights. This may cause electrical sparking.

### **Outdoor:**

1. Call Fire Department
2. Move upwind away from leak
3. Return to building if Fire Department gives permission to return
4. Shut off gas to building if leak is between the meter and building
5. Assemble Crisis Management Team

### **Indoor:**

1. Call Fire Department
2. Shut off gas main and air handlers
3. Evacuate upwind
4. Call Gas Utility
5. Assemble Crisis Management Team
6. Close building

## **Developing Messages**

1. Develop no more than three key messages
2. Expand on each message with the right supporting facts and statistics
3. Keep the messages simple
4. These messages should communicate your response to the crisis but also reinforce your essential mission and philosophy
5. Use the messages as a basis for all statements, press releases, media interviews, letters to key audiences and other communications
6. You may update the messages as needed. Should events unfold and circumstances change, stick to your three key messages
7. Avoid saying “no comment”. It is better to steer responses back toward your key message points

## **Sample Statement for Release**

At approximately (TIME) today (DATE), a (INCIDENT) happened at (LOCATION).

Emergency response and law enforcement personnel are responding as well as (CRISIS MANAGEMENT TEAM, LOCAL MUNICIPALITIES, OR OTHER SUPPORT RESPONSE GROUPS).

As always, our major concern is for our clients, their families, and our staff. Currently, we are determining details of the incident and what, if any, effect this might have on our ability to continue to provide services. As more information becomes available, we will keep the media informed.

Media Contact: (SPOKESPERSON) will serve as the agency’s official contact with the media.

## **Selecting and Working with a Spokesperson**

1. The spokesperson should have some level of media training
2. Utilize the CEO or president in cases where it is important to demonstrate that the top executive in your agency, is taking responsibility, and that you take the issue very seriously.
  - a. Remember that using the top executive can elevate an issue if this person is not usually high-profile
3. Match the personality of the spokesperson to the tone and content of your messages.
4. The role of the spokesperson is to provide information and serve as an official point of contact for the media.
5. The spokesperson should:
  - a. Be professional
  - b. Understand the role that the media plays
  - c. Understand what they may and may not discuss

## **Spokespeople Do's and Don'ts**

### Do's:

1. Use a full script with large type for easy reading
2. Leave wide margins for notes to yourself
3. Leave pages unstapled for easier handling
4. Highlight and mark your script to guide your delivery
5. Time your presentation to fit the program schedule of the group you will be addressing
6. Practice, read it aloud using a mirror and tape recorder until it sounds like you are talking and not reading
7. Be sure to have the facts about your audience
8. Be at least 15 minutes early
9. Check the microphone to make sure it is working before hand
10. Check lighting to make sure that you can see what you are reading
11. When speaking:
  - a. Stand straight and direct voice toward audience
  - b. Speak loudly, slowly, and distinctly
  - c. Establish eye contact with the audience
12. When answering question:
  - a. Remain friendly, calm, and confident
  - b. Answer only the questions asked and as clearly as possible
  - c. If you do not know an answer use the phrase, "I will have to check that out for you, please see me after the meeting."
  - d. Avoid allowing one person to dominate the questions by using the phrase, "Thank you for your interest. I'll be glad to talk to you about your concerns after the meeting. Right now let's see if anyone else has any questions."
13. When finished with the presentation:

- a. Remain long enough to give individuals an opportunity to speak with you
- b. Make sure that they're arrangements for distributing information materials to the group, if requested or appropriate

Don'ts:

1. Assume you can "wing it"
2. Use type that is too small to read with a dim light
3. Use margins too narrow for notes
4. Leave too little time to practice
5. Be late
6. Forget the group's contact person's name
7. Fail to check your equipment
8. When speaking:
  - a. Mumble your remarks
  - b. Speak too loudly into the microphone
  - c. Allow yourself to wander away from your prepared text
  - d. Tell an unprepared anecdote or joke
  - e. Speak longer than allotted
9. When answering questions:
  - a. Become defensive or emotional
  - b. Assume that questions are personal
  - c. Answer more than the question itself
  - d. Allow one person to dominate the question period.

## **Briefing Spokespeople**

Spokespeople scheduled to talk to the media should be provided background information before an interview. This is a policy that should be followed even if the interview is a brief call.

Background information should include:

1. Date, time, and location of interview
2. Name of the reporter
3. Name of the station, publication, or wire service
4. Your agency's experience with the report or publication
5. Subjects, issues, and questions to be covered as requested by the reporter
6. Your position or recommended response and the information needed to discuss these situations
7. Key messages you wish to communicate in the interview
8. List of other executives to be interviewed during the visit (including key topics and messages you suggest the other executives should cover)
9. Issues that the spokesperson should avoid and tips on how to sidestep them.
10. Background information and statistics
11. Proposed length of interview

## **Useful Resources During a Crisis**

In creating a crisis management plan for your agency, the Crisis Management Team leader should give advance consideration to equipment and facilities that may be needed during a crisis, such as:

- Cellular phones
- Pagers
- Two-way Radios
- Laptop computer(s) with internet access
- Portable Printer
- Fax Machine
- Access to cable-equipped television
- VCR
- Radio
- Identification of a nearby hotel or meeting hall that could be used as a command center or media briefing location.

The crisis management plan should include specific details on how these resources will be gathered if and when a crisis strikes. For example, you may determine that a particular facility or location that is equipped with cable television will better serve as the crisis command center, that certain staff or departments with two-way radios will loan these to the Crisis Management Team for the duration of the crisis.

## Checklist for Holding a News Conference

In a crisis, it may be necessary to hold a news conference to update the media on developments or alert all interested outlets at the same time rather than holding a series of interviews. Here is a checklist for when a news conference is necessary.

### Preparation

- Determine the best time and notify media of time and location.
- Compile a list of names of reporters and editors who will attend. (Your agency should maintain an up to date media list.)
- Develop and compile background information of interest to reporters. (Example: Fact sheets, maps, statistics, history, and bio information)
- Invite community leadership and officials as appropriate.
- Assign someone to handle physical arrangements of the news conference.
- If capable, record the news conference.
- Make sure all chairs, tables, and the podium is in place.
- Brief staff on the subject, speakers, and schedule of events.
- Prepare opening statement and review with the lead speaker.
- Review anticipated questions and answers with the speaker.
- Prior to the conference, check all sound equipment and tape recorders.
- Develop a sign in sheet for attendee names and affiliations.
- Prepare a media alert indicating the time, date, and location of the news conference.
- Prepare a follow-up news release.

### During the News Conference

- Escort media to the conference room.
- Use a sign in sheet to keep track of who attended.
- Distribute background materials.
- Have assigned staff members open the conference and establish the ground rules.
- Monitor questions and answers closely, and make any necessary clarifications before the end of the event.

### Afterward/Follow-Up

- Handle requests for follow-up information.
- Provide a written transcript of the news conference to senior staff and the Crisis Management Team.
- Monitor coverage received, and contact any news organization that has an error in its report and offer correct factual information.
- Once the crisis has cleared and the time is appropriate, conduct a lessons learned review and update the crisis management plan.

## **Crisis Manual Contents**

The crisis management plan developed for your agency should be compiled into a manual for ease of reference during an actual crisis.

This manual should include the following items:

- A crisis plan document designed specially for your agency. (This guide is a helpful addition to your manual.)
- Emergency contact lists with home and cell phone numbers for senior management, board, outside consultants, key support staff, and others who may be called during a crisis.
- Instructions on how to access the database for key audiences such as staff, physicians, donors, community leaders, and media. Make sure to include information on who is the keeper of the database and how the Crisis Management Team can access it after hours. Make note of any provisions that are in place for this information.
- Basic information on how to generate communications during off hours without the assistance of the regular support staff.
  - Procedure to issue an e-mail alert to staff.
  - Procedure to generate labels for a mailing.
  - Procedure to issue a press release to the media.
- A list of third party experts who can be called upon to speak on your agency's behalf or provide background and context on an issue. This list might include:
  - Local or national academic experts or admired leaders on end of life care.
  - Public officials who are friends of your agency or who have sponsored supportive legislation.
  - End of life care coalitions or advocacy groups.
- Basic fact sheet on your agency, including the following details:
  - When founded.
  - Number of patients served annually.
  - Number of employees.
  - Accreditations and certifications.
  - Awards and rankings.
- List of emergency equipment and resources indicating where specific items can be found or who can provide them. For example:
  - List of staff with two-ray radios, electronic communication devices and how to obtain them.
  - Laptop, printer, fax, television, and radio that can be used to set up a command center.
  - Preferred off-site location if needed for command center with a contact name and phone number.

## **Manual Distribution and Upkeep**

The manual should be distributed to your agency's leaders who may be called upon in a crisis.

- CEO
- Senior Management
- Board Chair
- Chief Communications Officer and Staff

Once the crisis manual is complete, it should be presented and explained at a meeting of your Crisis Management Team. You should also communicate to each of your staff members that a crisis management plan has been developed and specific policies and procedures now exist for how to respond to a crisis. You should also explain what kinds of events and issues could constitute a crisis and impress on all staff the importance of alerting their immediate supervisor to any situation which could pose a risk to your agency.

### **Manual Upkeep**

Assign a member of the Crisis Management Team the job of updating the information in the manual on an ongoing basis. As managers and other key personnel change or their contact information changes, the new information should be automatically forwarded to the person responsible for updating the manual. Copies of the updated pages should be distributed to all manual holders to be added to their manuals. In addition, the entire manual should be updated once a year to identify any outdated information.

If you live in a geographic area where natural disasters come with the seasons, make sure to review and update your manual and crisis management plan prior to hurricane, fire, and flood season. It would also be beneficial to review upon the onset of winter weather.



**Emergency Contacts**

EMERGENCY	COMPANY	NUMBER
Alarm Monitor		
Bomb Threat		
Chemical Spill		
Disaster Recovery		
Electrical Utility		
Evacuation		
F.B.I		
Fire Department		
Fire Sprinklers		
Gas Utility		
Health/Environment		
Hospital		
Poison Center		
Police		
Telephone Line		
Water Utility		

## Incident Information Sheets

Notes	Date	Time	Initial Report	Update
Describe the incident				
Indicate when the incident occurred and when Crisis Management Team first responded				
Describe which Crisis Management Team members are responding				
Indicate where the incident occurred				
Estimate the number of clients and staff evacuated or affected				



# **Media Inquiry Logs**

## Call/E-mail Received Form

Name: \_\_\_\_\_ Phone Number: \_\_\_\_\_

Email: \_\_\_\_\_

Media Publication or Outlet/Location: \_\_\_\_\_

Deadline for Response: \_\_\_\_\_

Message: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Return Call/E-mail

Date: \_\_\_\_\_ Time: \_\_\_\_\_

Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_