

Part 2 of 4 of the Service Continuity Plan

Activation criteria of crisis management pack – a strategic direction:

"a crisis is a decisive moment or turning point event that by fact or by perception has the potential to seriously disrupt the organisation and its reputation for a period of time"

The Yellow Pack is only activated by senior management where the situation demands and is designed to ensure that actions are taken to minimise, as far as possible, the effects of the significant disruption and ensure timely and effective management of service recovery.

Typically:

- line management cannot control the situation within one day – e.g. major loss of staff or health care resources
- situation has direct influence on critical health service functions – service levels, budgets, waiting times, community satisfaction etc.
- possible loss of reputation.
- environmental, criminal, activist or adverse media attention.

Use the yellow charts behind this page as the *RecoveryFlow™* to the processes, tasks and decisions to be performed.

Each situation is different so ignore boxes that do not apply.

It is essential that a full policy log is maintained of all actions taken, the time actioned, and who involved.

Crisis management builds upon the emergency response activity.

As the situation stabilises it can be expected that staff initially involved in the **emergency response** will move on to form an **infrastructure recovery team** to establish the infrastructure necessary to recovery the critical service delivery within agreed timeframes.

RecoveryFlow™ charts:

- CRISIS COMMAND AND CONTROL
- CRISIS MANAGEMENT COMMUNICATION
- CRISIS MANAGEMENT INFRASTRUCTURE
- COMMAND CENTRE SET UP
- HUMAN RESOURCES
- PRESS AND MEDIA
- AIDES MEMOIRE

CRISIS MANAGEMENT TEAM
(with co-opts as listed in Contact List)

BGH Management Team:

Members drawn as appropriate to the situation

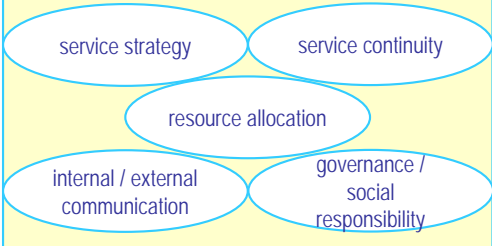
Co-opting support from

- Press & Media / Communications
- Consultants
- Estates
- Facilities
- Human Resources
- ICT

Advisory:

Emergency Planning Officer

CMT strategic responsibilities



CMT focus areas

1. Outward Communication
2. Key reports from Emergency Response Team
3. Managing by exception / resource adjudication

Output from emergency response pack

Activate The Crisis Management Pack?

Two members of the Board Executive Team (BET) and the most appropriate nominated liaison person as directed by a BGH GM or On-Call Manager to consider, is this disruption: "a decisive moment or turning point event that by fact or by perception has the potential to seriously disrupt the organisation and its reputation"

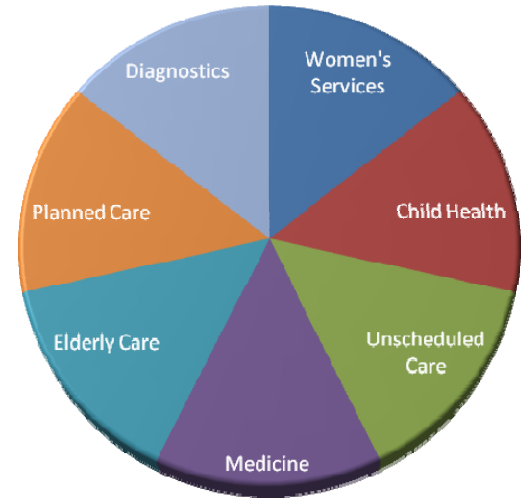
No

Critically important to ensure those parts of the NHSB unaffected by the significant disruption can remain operational.
Maintain communication with CMT liaison channel.

Yes

Agreed members from BET to form a quorum as Crisis Management Team with appropriate support and press officer

Internal interface and management for recovery



Request Admin support to set up command centre at most suitable location

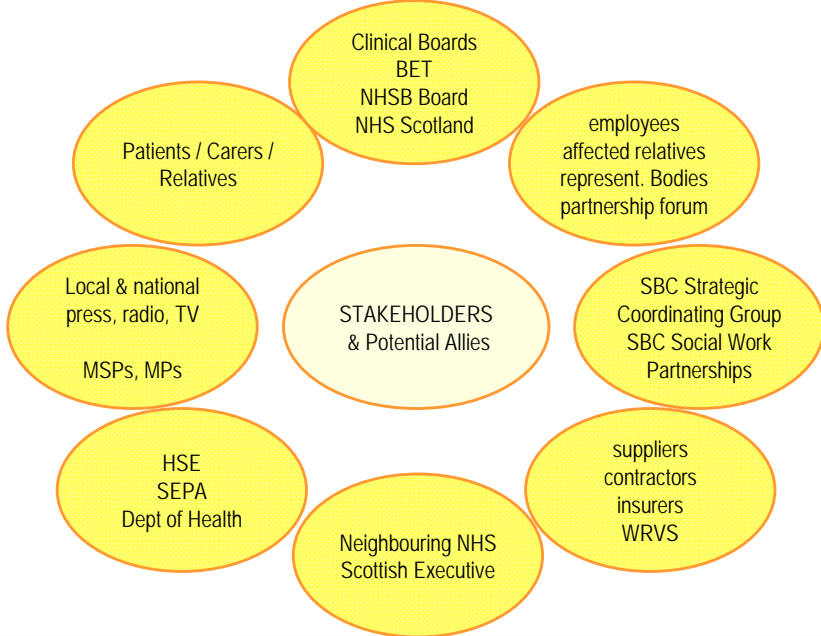
Activate crisis management Yellow Pack

Consider:
who needs to know
who will inform
who agrees consistent statements

BGH if available
Education Centre
or
Board Room at Newstead

Effective crisis communication:

- write everything down – policy log form
- verify every fact and non fact
- strive to minimise corruption of information or data
- establish precise details that must be confirmed
- minute all CMT Meetings
- ensure regular briefings to staff

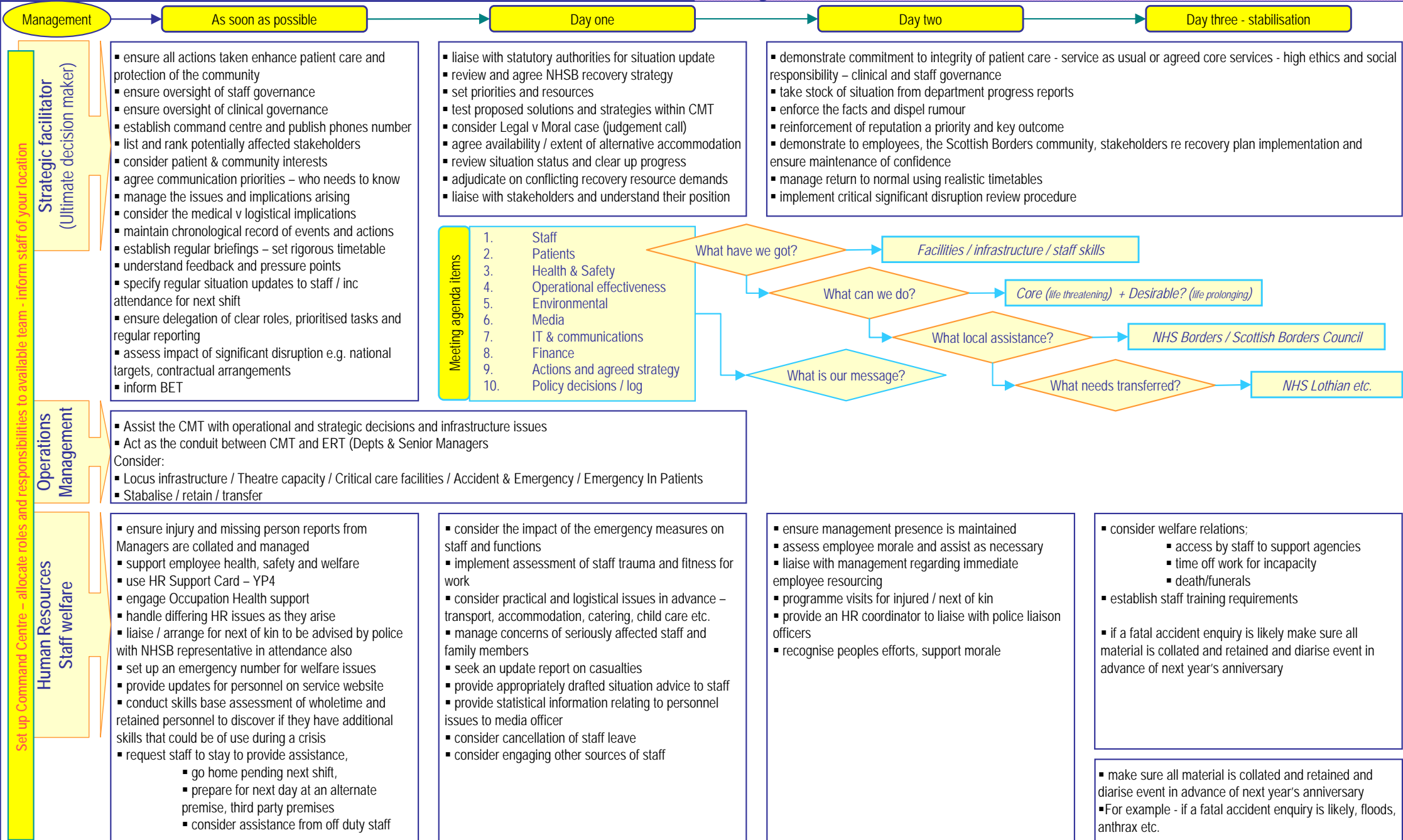


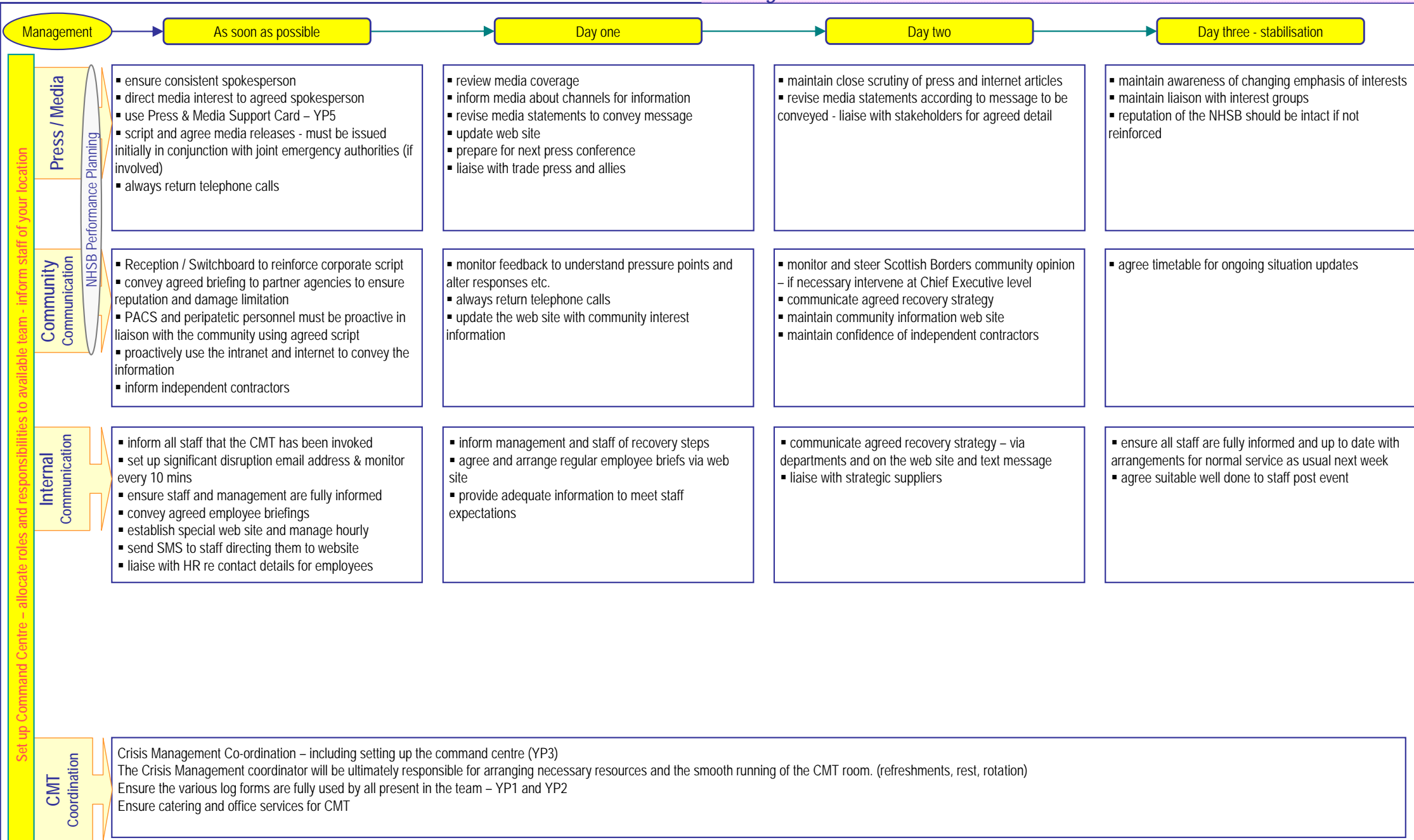
Setting up the Command Centre as per set up page in this plan:

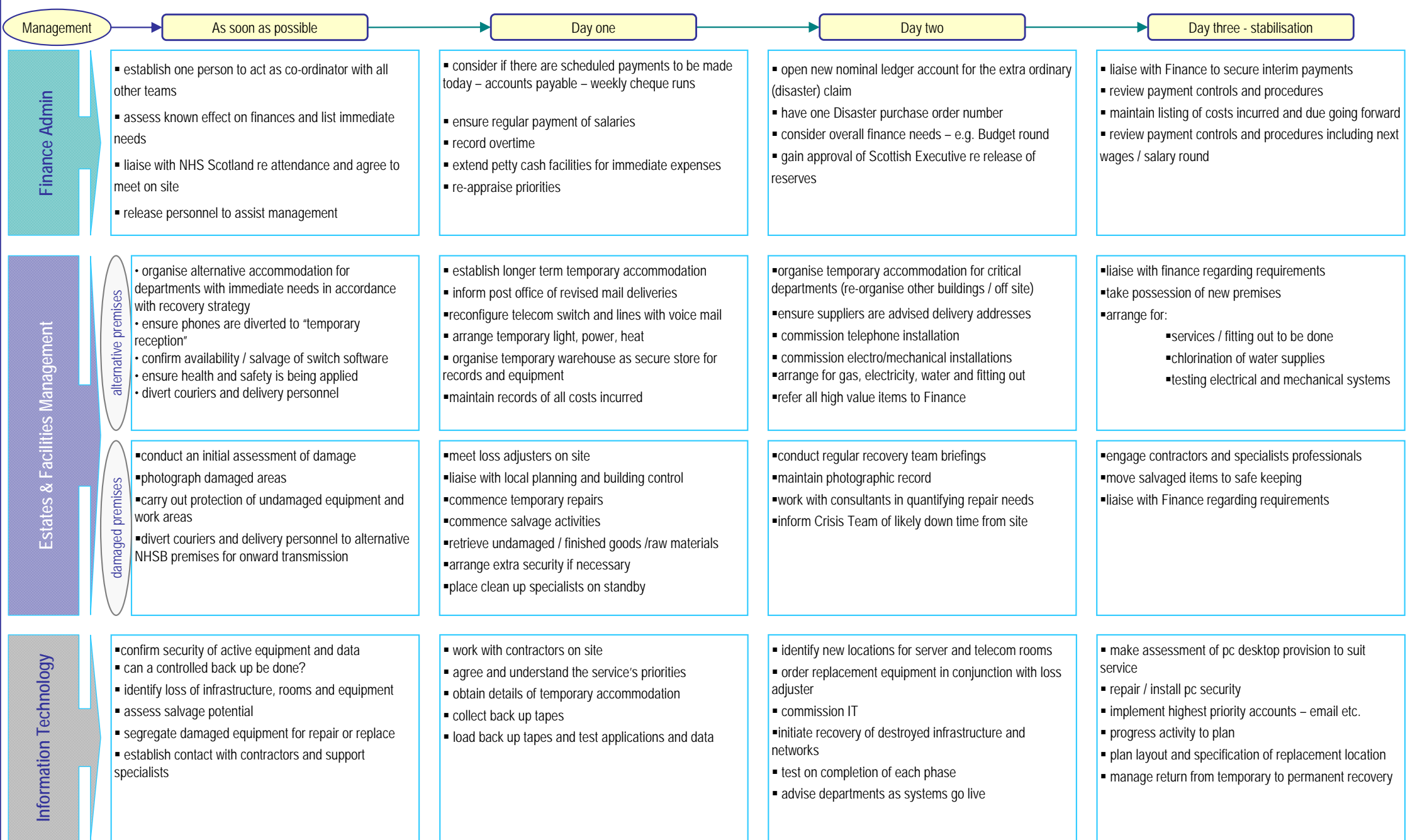
- set out desks in a suitable manner to enable personnel to be close enough to be aware of events as they unfold but not too close to hinder the ability to operate and use the telephones.
- set out telephones and fax machines in approved layout.
- set up audio visual equipment and PC systems if available.
- organise rota system to staff command centre (24 hour cover may be needed).
- organise regular refreshment and food.
- hang up suggested flipcharts around the room – use magnets

Consider in order:

- political / patient care
- environmental
- social
- technical
- legislative
- economic



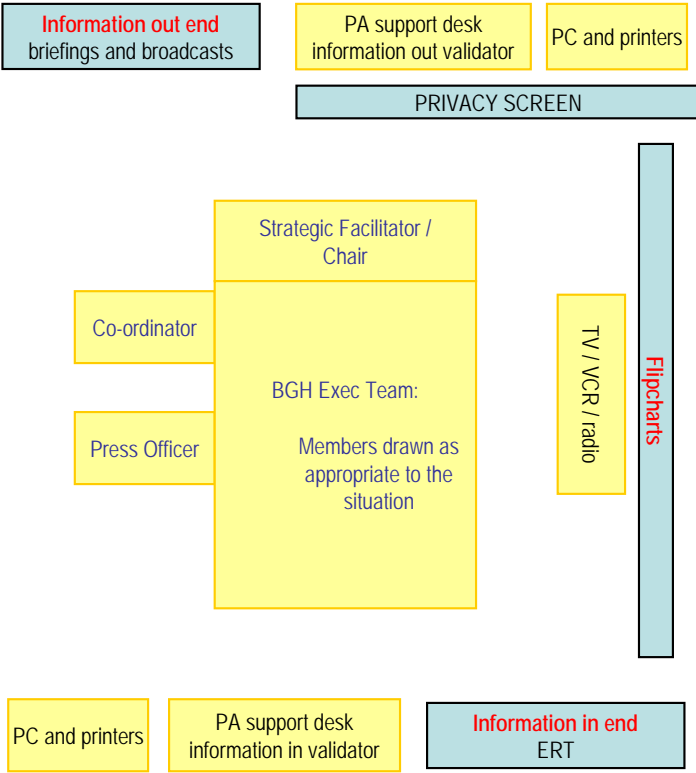




The command centre will be occupied following the initial emergency response and the directors decide that the significant disruption is of a scale necessitating the formation of the crisis management team.
The room will accommodate the Crisis Management Team with support staff and members of the departmental process recovery teams as appropriate.

Command Centres	Telephone contact numbers	Fax Numbers
Hospital Committee Room		
Board Room Newstead		
Education Centre		
Tweed Horizons		

Command centre – room layout



Flipchart requirements setup aide memoire

Record of Contacts [Patients, staff, relatives, carers, advocates] – Flipchart					
NAME	ORDER / ISSUE	DETAILS	ACTION TO DATE	CONTACT NAME	TELE / FAX
Record of Casualties / Contact with Relatives [Patients, staff] - Flipchart					
NAME	EMPLOYEE / VISITOR	INJURY	HOSPITAL	NEXT OF KIN	CONTACT DATE / TIME
Record of Hot spots – Flipchart					
DATE	TIME	ISSUE	ACTION TO DATE	CONTACT NAMES	CONTACT TELFAX
Record of Patients & staff transferred- Flipchart					
NAME	STAFF / PATIENT	INJURY	HOSPITAL	NEXT OF KIN	CONTACT DATE /
Running summary of expenditure authorised – Flipchart					
DATE	ITEM	WHO AUTHORISED	VALUE	SUPPLIER	
Record of Supplier Contact - Flipchart					
DATE / TIME	ORDER PLACED	ACTION TO DATE	ESTIMATED DELIVERY DATE	CONTACT	CONTACT TELE / FAX
Record of Media Relations - Flipchart					
DATE / TIME	SALIENT POINTS OR RECENT COMMENT	NAME OF PRESS OR MEDIA ENTITY	CONTACT NAME	MEDIA STATEMENT SENT TO	TELE / FAX
Sequence of Events - Flipchart					
DATE	TIME	EVENT	DETAILS	MANAGED BY	ISSUES
Record of Damage Reported - Flipchart					
ITEM	REPAIR	REPLACE	SUPPLIER	CONTACT INFO	COST £
Running summary of outstanding actions – Flipchart					
ISSUE NO.	ISSUE DESCRIPTION		CONTACT NAME	CONTACT TELE	

- Command centre facilities - for CMT and dedicated support staff:
- desks and chairs
 - Television / video recorder / radio
 - pc and printer
 - copies of the Service Continuity plans
 - access to the contingency box
 - stationery
 - tea and coffee making facilities
 - access to catering services

Early actions:

- do not give bad news over the phone
- take person's details, and advise them someone will be in touch
- discourage the person from coming to the significant disruption site
- advise them that their presence would only slow emergency services responses
- always ring back, at a time given, regardless of whether there is new information
- remember if you say you will call back in 30 minutes and you don't, they will call you

- do not make promises you cannot keep

HR ENQUIRY LOG SHEET (photocopy as required)

Enquiry Form Number /

Callers details:

Time of Call:

Name of caller:

Address of caller:

Tel No: Fax No:

Name of person asked about a

Understood to be: STAFF
CONTRACTOR

Related to person enquired about? Yes / No

Relationship:

NATURE OF THE ENQUIRY

- Appears very anxious / distressed:
- Is insistent and threatening:
- Needs urgent support:
- Is / is not / may be / related to / or friend of known to be injured

INFORMATION PROVIDED AND ACTIONS TAKEN:

Handling the incident:

Conveying bad news to relatives or affected people should be done by the police thereafter as appropriate:

- use appropriately trained individuals to handle situations of shock, collapse, panic and third party grief.
- assignment of task should not necessarily be by management seniority or functional description but on personal experience, training and preparation.

Should an significant disruption involving death or serious injury occur:

- understand family background and potential support
- consider using external chaplaincy and occupational health or professional counsellors.
- coordinate with both site management and emergency services, as to whom, when and how a notification should occur.
- ensure means by which the organisation can go forward, interact and liaise with individuals or next of kin involved in / or affected by the incident.

Draft letter to staff (subject to validation – use as a checklist):

Dear colleagues,

Tragic events such as those occurring today affect all of us in different ways.

As we all attempt to come to terms with what has happened, we need to keep as focussed as possible on our normal responsibilities - our visitors will expect that.

In the meantime the following points may help you cope with the situation:

- don't bottle up feelings
- don't avoid talking and thinking about what has happened
- do allow yourself time to talk, grieve, be angry, cry and laugh according to your needs
- do allow yourself time to be with people who care about you
- do spend time alone when you need it
- do recognise that everyone expresses things in their own way
- do express your needs clearly and honestly to family friends and officials
- do talk to your manager if you have a concern

On this latter point, should any staff need further assistance they should not hesitate to speak to their manager with a view to perhaps obtaining professional counselling support that can be arranged via Human Resources.

Chief Executive

SUMMARISE THE KEY ISSUES:

- what are the facts?
- what are the risks?
- who has been affected?
- who needs to be informed?
- what are their views and likely behaviour?
- has this happened or nearly happened before?
- what are the short and long term issues?
- what are the implications for our service, sector, environment?

REMEMBER:

- assume nothing
- keep it simple – short non technical sentences – 3 points to make!
- reticence creates barriers
- don't lie
- doubts destroy confidence
- don't conjecture - conjecture suggests dishonesty
- be firm if there is a need for a denial
- someone else will be telling the story
- incorrect information may be setting the mood
- people will feel
 - privileged if told early and are trusted with the facts
 - disillusioned if they 'discover' the truth
 - disaffected if their story differs from yours

NEWS MEDIA DEADLINES:

- radio news - on the hour
- TV news - four daily breakfast, lunch, tea, evening
- local evening newspapers - 11am that day for issue tonight
- national newspapers - 4pm that day for publication tomorrow
- Sunday newspapers - Saturday tea time

PASS ALL MEDIA REQUESTS TO A MEDIA REPRESENTATIVE

PRIORITISE ACCORDING TO MEDIA TIMEABLE

ALL CALLS MUST BE ANSWERED

Callers details:

Time of Call:

Name:

Media Organisation:

Position:

Tel No: Fax No:

Media real deadline: HRS

Asked for an employee? Yes / No

Asked for:

Known by an employee? Yes / No

Known by:

NATURE OF THE ENQUIRY

- Wants significant disruption information:
- Wants background information:
- Wants interview - audio / video / live to air:
- Wants press conference details:

OTHER

- Appears helpful and genuinely concerned:
- Has a deadline of:
- Making accusing statements or blatant lies:
- Attempting to get information by evasive tactics
- Speculating on dangerous assumptions:

ACTIONS TO BE TAKEN:

PRESS CENTRE – suggested set up

- agreed location
- preferably a location that demonstrates the quality of the organisation but does not allow the media free access to the site
- a facility with top table arrangement and theatre style seating
- separate exit for speakers to arrive and leave without being pursued
- set up telephones and fax machines and recording machines
- set out desks in a suitable manner
- set up TV / video, audio visual equipment
- set up pc systems and email if possible
- organise refreshments / food.

SAMPLE MEDIA RELEASE (initially in conjunction with police if appropriate) Day, date and time

We regret to announce that our operations have been:

- (a) temporarily closed because of a (e.g. fire) in the
- (b) closed for the foreseeable future because a severe (e.g. fire, explosion) in the
- (c) other

Quote:

The emergency started at a.m./p.m. GMT / local time on xxth month 2xxx. " said Mr/s xxxx Head of aaaaaa. "..... / no injuries have been sustained. The cause of the significant disruption is being thoroughly investigated and we are working directly with the investigating authorities.

In the meantime our thoughts are with our xxxx and we are implementing our Service Continuity Plan.

We would take this opportunity to inform:-

Employees:

All staff will be contacted by their managers. Those who are not should call the number below.

Relatives and Friends:

We have set up a help desk. Please call Tel..... to enquire about the welfare issues.

Community:

We have a Service Continuity plan and this has been invoked and we will make a further announcement as soon as possible.

NHS Borders is made up of

ADD HISTORY

The sort of information you can pass to the journalists

Facts about the Service: