

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 mental health service functions service levels, budgets, community satisfaction etc.
- possible loss of reputation.
- environmental, criminal, activist or adverse media attention.

Use the yellow charts behind this page as the RecoveryFlowTM 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

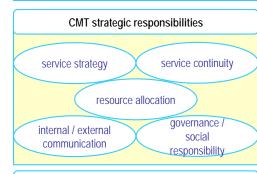
Core Managers:

- Lead Nurse
- Lead Clinician
- Clinical Service Managers (x3)
- General Manager
- Admin Services Manager

Members drawn as appropriate to the situation

Co-opting support from

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



CMT focus areas

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

Yellow Pack

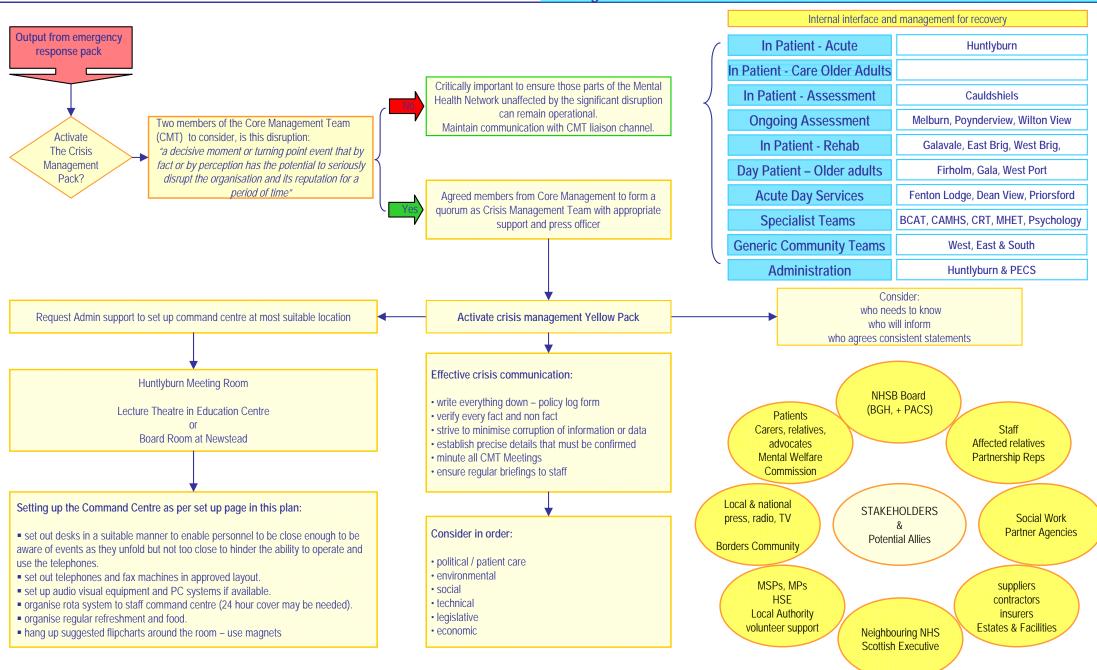
strategic direction

Crisis Management



Mental Health: Strategic Direction

Crisis command and control



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Plan Issue: C4

Management

Strategic Facilitator (Ultimate Decision Maker)

As soon as possible

Day three - stabilisation Day two

- ensure all actions taken enhance patient care and protection of the community
- ensure oversight of staff governance
- ensure oversight if clinical governance
- establish command centre and publish phones number
- list and rank potentially affected stakeholders
- agree local point of contact at affected site
- consider patient & community interests
- agree communication priorities who needs to know
- manage the issues and implications arising
- consider the medical v logistical implications
- maintain chronological record of events and actions
- establish regular briefings set rigorous timetable
- understand feedback and pressure points
- specify regular situation updates to staff
- ensure delegation of clear roles, prioritised tasks and regular reporting
- inform BET & MWC if appropriate
- ensure site security is maintained

liaise with statutory authorities for situation update

Day one

- review and agree Mental Health recovery strategy
- set priorities and resources
- test proposed solutions and strategies within CMT
- consider Legal v Moral case (a judgement call)
- agree availability / extent of alternative accommodation
- review situation status and clear up progress
- adjudicate on conflicting recovery resource demands
- liaise with stakeholders and understand their position

- demonstrate commitment to integrity of patient care service as usual high ethics and social responsibility clinical and staff governance
- take stock of situation from department progress reports
- enforce the facts and dispel rumour
- reinforcement of reputation a priority and key outcome
- demonstrate to staff, the Scottish Borders community, stakeholders re recovery plan implementation and ensure maintenance of confidence
- manage return to normal using realistic timetables
- implement critical significant disruption review procedure

Meeting agenda items

Staff **Patients** 2. 3. 4. 5. 6. 7. 8. 9.

- Health & Safety
- Operational effectiveness
 - Environmental
- Media
 - IT & communications
- Finance
- Actions and agreed strategy
- Policy decisions / log

What have we got? Facilities / infrastructure / staff skills What can we do? Core (life threatening) + Desirable? (life prolonging)

What local assistance? What is our message?

NHS Borders / Scottish Borders Council

What needs transferred?

NHS Lothian etc.

ensure injury and missing person reports from Managers are collated and managed

- support employee health, safety and welfare
- use HR Support Card YP4
- engage Occupation Health support
- handle differing HR issues as they arise
- liaise / arrange for next of kin to be advised by police with NHSB representative in attendance also
- set up an emergency number for welfare issues
- provide updates for personnel on service website
- conduct skills base assessment of workforce to discover if they have additional skills that could be of use during a crisis
- request staff to:
 - stay to provide assistance,
 - prepare for next day at an alternate premise, third party premises

- consider the impact of the emergency measures on staff and functions
- implement assessment of staff trauma and fitness for work
- consider practical and logistical issues in advance transport, accommodation, catering, child care etc.
- manage concerns of seriously affected staff and family members
- seek an update report on casualties
- provide appropriately drafted situation advice to staff
- provide statistical information relating to personnel issues to media officer

- ensure management presence is maintained
- assess employee morale and assist as necessary
- liaise with management regarding immediate employee resourcina
- programme visits for injured / next of kin
- provide an HR coordinator to liaise with police family liaison officers

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recognise peoples efforts, send flowers

- consider welfare relations:
 - access by staff to support agencies
 - time off work for incapacity
 - death/funerals
- establish staff training requirements

make sure all material is collated and retained and diarise event in advance of next year's anniversary especially if a fatal accident enquiry is likely

Services

Occupational Health

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Service Continuity *RecoveryFlow*® As soon as possible Day three - stabilisation Management Day one Day two Internal Communication • inform all staff that the CMT has been invoked inform management and staff of recovery steps communicate agreed recovery strategy – via ensure all staff are fully informed and up to date with set up significant disruption email address & monitor departments and on the web site and text message arrangements for normal service as usual next week agree and arrange regular employee briefs via web site every 10 mins liaise with strategic suppliers agree suitable well done to staff post event provide adequate information to meet staff ensure staff and management are fully informed expectations convey agreed staff briefings assist staff information phone lines establish special web site and manage hourly • send SMS to staff directing them to website liaise with Area Managers / Admin Services re staff contact details ensure consistent spokesperson review media coverage maintain close scrutiny of press and internet articles maintain awareness of changing emphasis of interests and Media • inform media about channels for information direct media interest to agreed spokesperson maintain liaison with interest groups revise media statements according to message to be use Press & Media Support Card – YP5 revise media statements to convey message reputation of the NHSB should be intact if not conveyed - liaise with stakeholders for agreed detail Community
Communication
NHSB Performance Planning reinforced script and agree media releases - must be issued update web site initially in conjunction with joint emergency authorities (if prepare for next press conference involved) liaise with trade press and allies always return telephone calls Reception / Switchboard to reinforce corporate script monitor feedback to understand pressure points and monitor and steer Scottish Borders community opinion agree timetable for ongoing situation updates convey agreed briefing to partner agencies to ensure alter responses etc. - if necessary intervene at Chief Executive level reputation and damage limitation always return telephone calls communicate agreed recovery strategy ■ PACS and peripatetic personnel must be proactive in update the web site with community interest maintain community information web site liaison with the community using agreed script information proactively use the intranet and internet to convey the information

Coordination

Crisis Management Co-ordination – including setting up the command centre (YP3)

The Crisis Management coordinator will be ultimately responsible for arranging necessary resources on site and the smooth running of the CMT room.

Ensure the various log forms are fully used by all present in the team - YP1 and YP2

Ensure suitable catering and office services for CMT



Review: May '10

Plan Issue: C4

Finance & Admin

As soon as possible

Day one

establish one person to act as co-ordinator with all

- assess known effect on resources and list immediate needs
- ensure on going payment of salaries
- record overtime
- extend petty cash facilities for immediate expenses
- re-appraise priorities

 open new nominal ledger account for the extra ordinary (disaster) claim

Day two

- have one Disaster purchase order number
- consider overall finance needs e.g. Budget round
- gain approval of Scottish Executive re release of reserves
- liaise with Finance to secure interim payments
- review payment controls and procedures
- maintain listing of costs incurred and due going forward

Day three - stabilisation

review payment controls and procedures including next wages / salary round

organise alternative accommodation for departments with immediate needs in accordance with recovery strategy

- ensure phones are diverted to "temporary reception"
- confirm availability / salvage of switch software ensure health and safety is being applied

- establish longer term temporary accommodation
- reconfigure telecom switch and lines with voice mail
- arrange temporary light, power, heat
- organise temporary warehouse as secure store for records and equipment
- maintain records of all costs incurred

organise temporary accommodation for critical departments (re-organise other buildings / off site)

- ensure suppliers are advised delivery addresses
- commission telephone installation
- commission electro/mechanical installations arrange for gas, electricity, water and fitting out ■refer all high value items to Finance
- •liaise with finance regarding requirements
- take possession of new premises
- arrange for:
 - services / fitting out to be done
 - chlorination of water supplies
 - testing electrical and mechanical systems

damaged premises

conduct an initial assessment of damage photograph damaged areas

- carry out protection of undamaged equipment and work areas
- divert couriers and delivery personnel to alternative NHSB premises for onward transmission
- •meet loss adjusters on site
- •liaise with local planning and building control
- commence temporary repairs
- commence salvage activities
- retrieve undamaged / finished goods /raw materials
- arrange extra security if necessary
- place clean up specialists on standby

- conduct regular recovery team briefings
- maintain photographic record
- •work with consultants in quantifying repair needs
- •inform Crisis Team of likely down time from site

engage contractors and specialists professionals

- move salvaged items to safe keeping
- •liaise with Finance regarding requirements

- confirm security of active equipment and data
- can a controlled back up be done?
- identify loss of infrastructure, rooms and equipment
- assess salvage potential
- segregate damaged equipment for repair or replace
- establish contact with contractors and support specialists

- work with contractors on site
- agree and understand the service's priorities
- obtain details of temporary accommodation
- collect back up tapes
- load back up tapes and test applications and data
- identify new locations for server and telecom rooms
- order replacement equipment in conjunction with loss adjuster
- commission IT
- •initiate recovery of destroyed infrastructure and networks

Plan Issue: C4

- test on completion of each phase
- advise departments as systems go live

- make assessment of pc desktop provision to suit service
- repair / install pc security
- implement highest priority accounts email etc.
- progress activity to plan
- plan layout and specification of replacement location
- manage return from temporary to permanent recovery



Information Technology

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Policy decision log form - YP1

Completed by:						Policy Log	Form Number	
Responsible for:								
Issue	<u>I</u>	I	By Whom	<u>When</u>	Agreed action / comments / costs incurred		<u>Deadline</u>	

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Communication log form – YP2

pleted by:			
p		Log Form Number	
e and time on duty:			

Time	Name of caller	<u>Organisation</u>	Nature of enquiry – what was said / agreed	Message passed to	Anticipated action	<u>Deadline</u>

Photocopy Sheet

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Strategic Direction

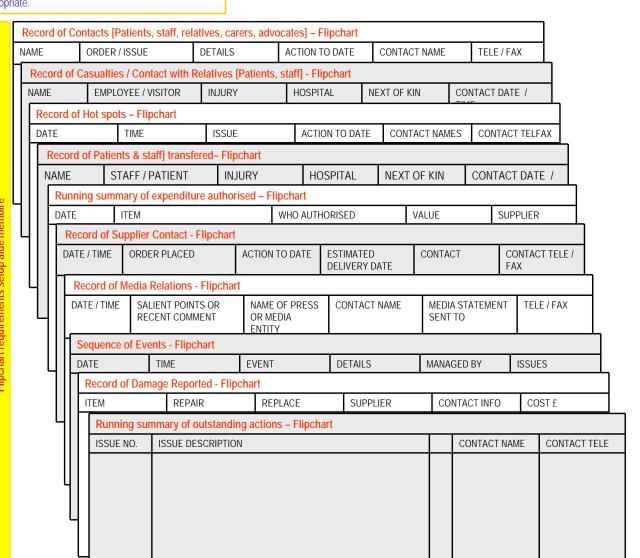
Command centre set up – YP3

Command centre – room layout

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
Huntlyburn Meeting Room		
Education Centre Lecture Theatre		
Board Room Newstead		



Information out end PA support desk PC and printers briefings and broadcasts information out validator PRIVACY SCREEN Strategic Facilitator / Chair Core Managers: Lead Nurse Co-ordinator TV / VCR / radio Lead Clinician **Clinical Service** Managers (x3) General Manager **Press Officer Admin Services** Manager Members drawn as appropriate to the situation PA support desk Information in end PC and printers information in validator **ERT**

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

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Human Resources Support Card – YP4

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	d
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



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Press and Media Support Card – YP5

SUMARISE 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

Calicis actalis.		
Time of Call:		
Name:		
Media Organisation:		
Position:		
Tel No:	Fax No:	
Media real deadline:	HRS	
Asked for an employee?	Υ	'es / No
Asked for:		
Known by an employee?	Υ	'es / 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

Callore dotaile

- [] 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 aaaaaaa. "......... / 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:

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



Mental Health:
Strategic Direction

Frequently asked questions and answers

NHS Borders is made up of	Facts about the Service:
ADD HISTORY	
The sort of information you can pass to the journalists	