

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 primary & community 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 *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

Yellow Pack

Offrisk

strategic direction

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

Members drawn as appropriate to the situation from: •PACS SMT

In addition support will be provided by: •BGH representatives •SBC Social Work representative •Pharmacy •Senior Director

Co-opting support from

- Press & Media / Communications
- Consultants
- Estates
- Facilities
- Human Resources
- ICT
- Advisory:
- **Emergency Planning Officer**



CMT focus areas

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

Crisis Management



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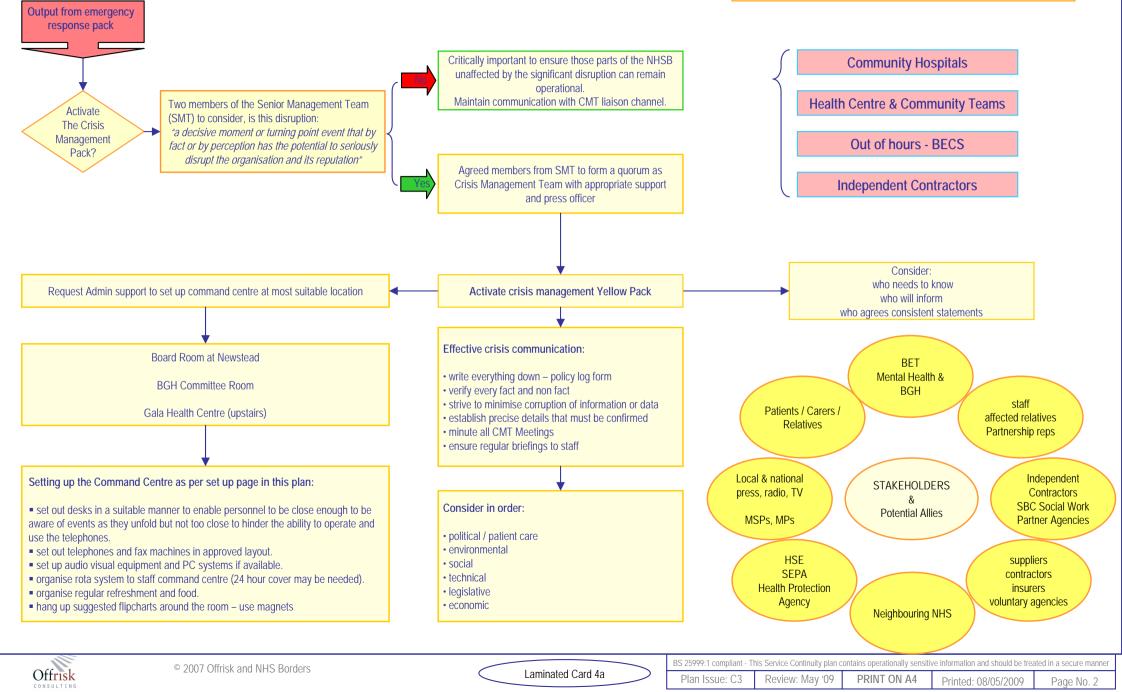
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PACS: Strategic Direction

Crisis command and control

Internal interface and management for recovery



PACS: Stratogic Direction

Crisis management – communication

Borde	Sorvi	ce Continuity <i>Recovery</i> F	low™			PACS Strate	gic Directio	n	Crisis m	nanagem	ent – communication
Managem		As soon as possible]		Day one]		Day two			Day three - stabilisation
rm staff of your location Strategic facilitator (Ultimate decision maker)	 protection ensure establication list an conside agree manage conside 	e all actions taken enhance patient care on of the community e oversight of staff governance e oversight of clinical governance ish command centre and publish phone d rank potentially affected stakeholders ler patient & community interests communication priorities – who needs t ge the issues and implications arising ler the medical v logistical implications	number o know	 review and set priorities test propose consider Le agree availa review situa adjudicate of 	tatutory authorities for situation up agree NHSB recovery strategy and resources ed solutions and strategies within gal v Moral case (judgement call) ability / extent of alternative accon- tion status and clear up progress on conflicting recovery resource do takeholders and understand their	CMT nmodation emands	responsibility – c take stock of s enforce the fac reinforcement demonstrate to ensure maintena manage return	linical and staff goverr ituation from departme cts and dispel rumour of reputation a priority	nance ent progress reports and key outcome ish Borders commu tic timetables	inity, stakeholder	agreed core services - high ethics and social
onsibilities to available team - info	 establ undersider specifier ensure regular asses 	ain chronological record of events and a ish regular briefings – set rigorous timel stand feedback and pressure points y regular situation updates to staff e delegation of clear roles, prioritised ta reporting s impact of significant disruption e.g. na contractual arrangements BET	able sks and	1. 2. 3. 4. 5. 6. 7. 8. 9. 10.	Staff Patients Health & Safety Operational effectiveness Environmental Media IT & communications Finance Actions and agreed strategy Policy decisions / log	What have v		can we do? What loo	cal assistance?	eatening) + Desira	able? (iife prolonging) IHS Borders / Scottish Borders Council red? NHS Lothian etc.
et up Command Centre – allocate roles and respo Human Resources Staff welfare	Manage suppo use F engag handl liaise with NF set up provio condu retained	 ensure injury and missing person reports from Managers are collated and managed support employee health, safety and welfare use HR Support Card – YP4 engage Occupational 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 wholetime and retained personnel to discover if they have additional skills that could be of use during a crisis 		 consider the impact of the emergency measurers staff and functions implement assessment of staff trauma and fitne work consider practical and logistical issues in advart transport, accommodation, catering, child care energy and the staff and family members seek an update report on casualties provide appropriately drafted situation advice to provide statistical information relating to person issues to media officer consider cancellation of staff leave 			 assess employ liaise with main employee resound programme vision provide an HR officers 	jement presence is ma yee morale and assist nagement regarding in rcing sits for injured / next of coordinator to liaise w ple's efforts, support m	as necessary nmediate f kin vith police liaison	 establish if a fatal a material is of 	welfare relations; • access by staff to support agencies • time off work for incapacity • death/funerals staff training requirements accident enquiry is likely make sure all collated and retained and diarise event in next year's anniversary
Š	• reque	st staff to stay to provide assistance, go home pending next shift, prepare for next day at an alterna premise, third party premises consider assistance from off duty		 consider er 	ngaging other sources of staff					diarise ever •For examp anthrax etc.	e all material is collated and retained and t in advance of next year's anniversary le - if a fatal accident enquiry is likely, floods, sitive information and should be treated in a secure manner



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PACS:

Crisis management – communication

J	Borders	Service Continuity <i>RecoveryFlow</i> [™]		Strategic Dir	rection	isis manag	ement – communication
	lanagement	As soon as possible	Day one		Day two]	Day three - stabilisation
of your location	Press and Media	 ensure consistent spokesperson direct media interest to agreed spokesperson use Press & Media Support Card – YP5 script and agree media releases - must be issued initially in conjunction with joint emergency authorities (if involved) always return telephone calls 	 review media coverage inform media about channels for information revise media statements to convey message update web site prepare for next press conference liaise with trade press and allies 	 revise 	in close scrutiny of press and internet media statements according to messa d - liaise with stakeholders for agreed of	ge to be 🔰 🔹 mai	intain awareness of changing emphasis of interests intain liaison with interest groups utation of the NHSB should be intact if not rrced
to available team - inform staff	Community Communication NHSB Performance Planning	 Reception / Switchboard to reinforce corporate script convey agreed briefing to partner agencies to ensure reputation and damage limitation PACS and peripatetic personnel must be proactive in liaison with the community using agreed script proactively use the intranet and internet to convey the information inform independent contractors 	 monitor feedback to understand pressure points an alter responses etc. always return telephone calls update the web site with community interest information 	 if nece comm mainta 	or and steer Scottish Borders communit essary intervene at Chief Executive leve unicate agreed recovery strategy in community information web site in confidence of independent contracto	el	ee timetable for ongoing situation updates
mmand Centre – allocate roles and responsibilities	Internal Communication	 inform all staff that the CMT has been invoked set up significant disruption email address & monitor every 10 mins ensure staff and management are fully informed convey agreed employee briefings establish special web site and manage hourly send SMS to staff directing them to website liaise with HR re contact details for employees 	 inform management and staff of recovery steps agree and arrange regular employee briefs via wet site provide adequate information to meet staff expectations 	b departm	unicate agreed recovery strategy – via tents and on the web site and text mes with strategic suppliers	sage arran	sure all staff are fully informed and up to date with agements for normal service as usual next week ree suitable well done to staff post event
Set up Co	CMT Coordination	Crisis Management Co-ordination – including setting up the The Crisis Management coordinator will be ultimately respo Ensure the various log forms are fully used by all present in Ensure catering and office services for CMT	nsible for arranging necessary resources and the smoot	th running of the C	MT room. (refreshments, rest, rotation))	



NHS

Service Continuity *RecoveryFlow*[™]

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PACS:

Strategic Direction

Crisis management - infrastructure

Doracis		Jua		
Management	As soon as possible	Day one	Day two	Day three - stabilisation
Finance Admin	 establish one person to act as co-ordinator with all other teams assess known effect on finances and list immediate needs liaise with NHS Scotland re attendance and agree to meet on site release personnel to assist management 	 divert couriers and delivery personnel inform post office of revised mail deliveries consider if there are scheduled payments to be made today – accounts payable – weekly cheque runs 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 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 review payment controls and procedures including next wages / salary round
Estates & Facilities Management	 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
Estates & Facilit	 •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
Information Technology	 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 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	 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 	 agree and understand the service's priorities obtain details of temporary accommodation collect back up tapes 	 order replacement equipment in conjunction with loss adjuster commission IT initiate recovery of destroyed infrastructure and networks test on completion of each phase 	service • repair / install pc security • implement highest priority accounts – email ef • progress activity to plan • plan layout and specification of replacement to



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NHS	
Borders	Service Continuity <i>RecoveryFlow</i> [™]

PACS: *Strategic Direction*

Policy decision log form - YP1

Policy Log Form Number

Completed by:	
Responsible for:	

Issue	By Whom	<u>When</u>	Agreed action / comments / costs incurred	<u>Deadline</u>



Photocopy Sheet

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NHS	
Borders	Service Continuity <i>RecoveryFlow</i> [™]

PACS: *Strategic Direction*

Communication log form – YP2

Completed by:	
Date and time on duty:	

Log Form Number

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



Photocopy Sheet

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				gement Team with tal process recovery		Centre (upstai	rs)									IVACY SCF		
teams as appro			e departmen									-			F IV	VACI SU		
	Rec	ord of Co	ntacts (Patie	nts, staff, relatives, care	⊐ rs. advocates] – F	lipchart												
	NAN		ORDER / I			ACTION TO DAT	E CONTA	CT NAME	TELE / FAX					S	trategic Facilitator /			
	R	ecord of C	Casualties / C	ontact with Relatives [P	atients, staff] - Fli	pchart									Chair			
	N/	ME	EMPLO	YEE / VISITOR IN.	URY	HOSPITAL	NEXT OF	KIN	CONTACT DATE	/								
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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 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



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PACS: Strategic Direction

Press and Media Support Card – YP5

SUMARISE	THE	KEV	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
- Iocal evening newspapers 11am that day for issue tonight
- national newspapers 4pm that day for publication tomorrow
- Sunday newspapers Saturday tea time

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	

PASS ALL MEDIA REQUESTS TO A MEDIA REPRESENTATIVE

- NATURE OF THE ENQUIRY
- [] Wants significant disruption information: [] Wants background information: [] Wants interview - audio / video / live to air: [] Wants press conference details:

Known by:

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
(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
 (a) temporarily closed because of a (e.g. fire) in the
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Community:

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



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NHS Borders Primary and Community Services is made up of ADD HISTORY	Facts about the Service:
ADD HISTORY	
The sort of information you can pass to the journalists Image: Second	