

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 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:

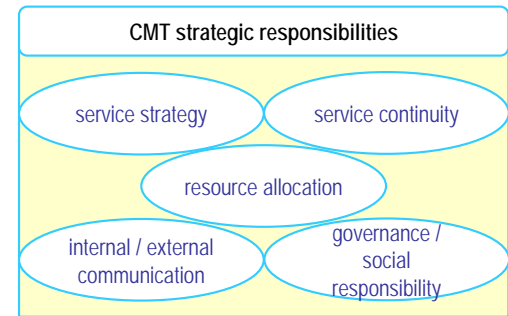
- CRISIS COMMAND AND CONTROL
- CRISIS MANAGEMENT COMMUNICATION
- CRISIS MANAGEMENT INFRASTRUCTURE
- COMMAND CENTRE SET UP
- HUMAN RESOURCES
- PRESS AND MEDIA
- AIDES MEMOIRE

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

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

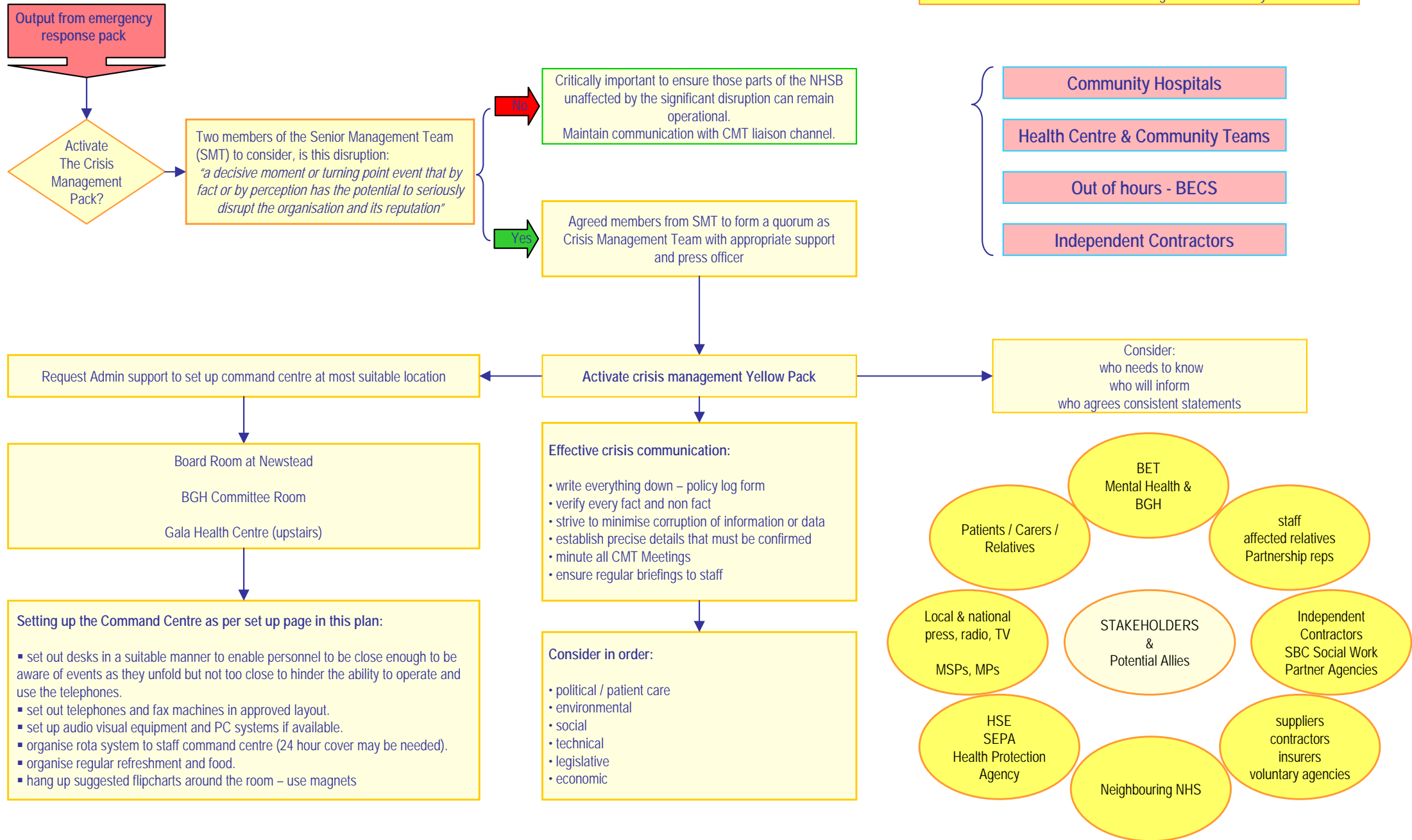
In addition support will be provided by:  
•BGH representatives  
•SBC Social Work representative  
•Pharmacy  
•Senior Director

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

Internal interface and management for recovery





Set up Command Centre – allocate roles and responsibilities to available team - inform staff of your location

**Strategic facilitator**  
(Ultimate decision maker)

- ensure all actions taken enhance patient care and protection of the community
- ensure oversight of staff governance
- ensure oversight of clinical governance
- establish command centre and publish phone number
- list and rank potentially affected stakeholders
- 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
- assess impact of significant disruption e.g. national targets, contractual arrangements
- inform BET

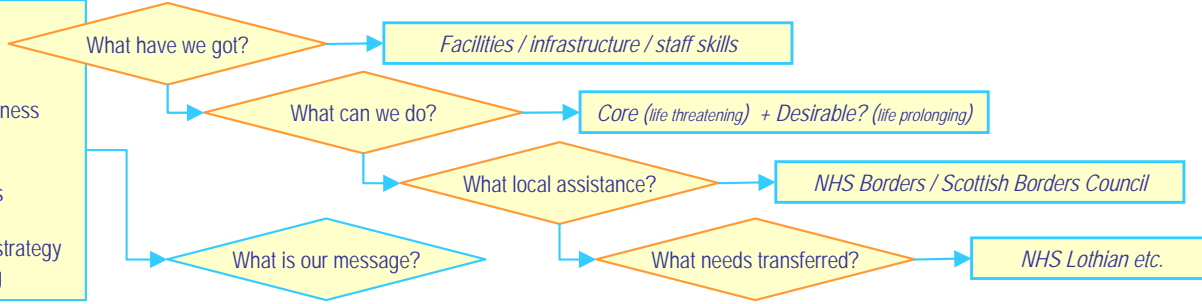
Set up Command Centre – allocate roles and responsibilities to available team - inform staff of your location

**Human Resources**  
**Staff welfare**

- 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
- request staff to stay to provide assistance,
  - go home pending next shift,
  - prepare for next day at an alternate premise, third party premises
  - consider assistance from off duty staff

- liaise with statutory authorities for situation update
- review and agree NHSB recovery strategy
- set priorities and resources
- test proposed solutions and strategies within CMT
- consider Legal v Moral case (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

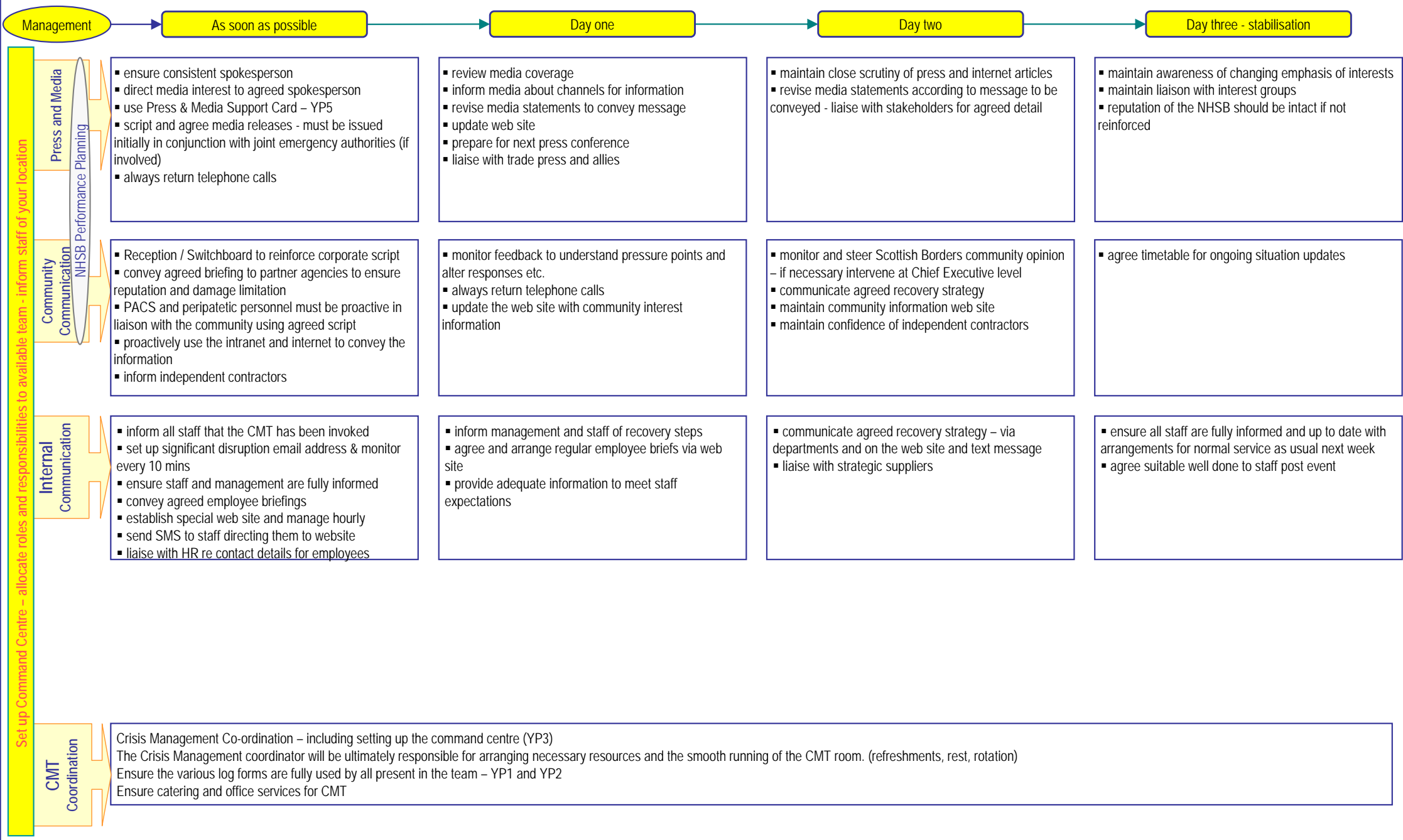
- Meeting agenda items**
- Staff
  - Patients
  - Health & Safety
  - Operational effectiveness
  - Environmental
  - Media
  - IT & communications
  - Finance
  - Actions and agreed strategy
  - Policy decisions / log



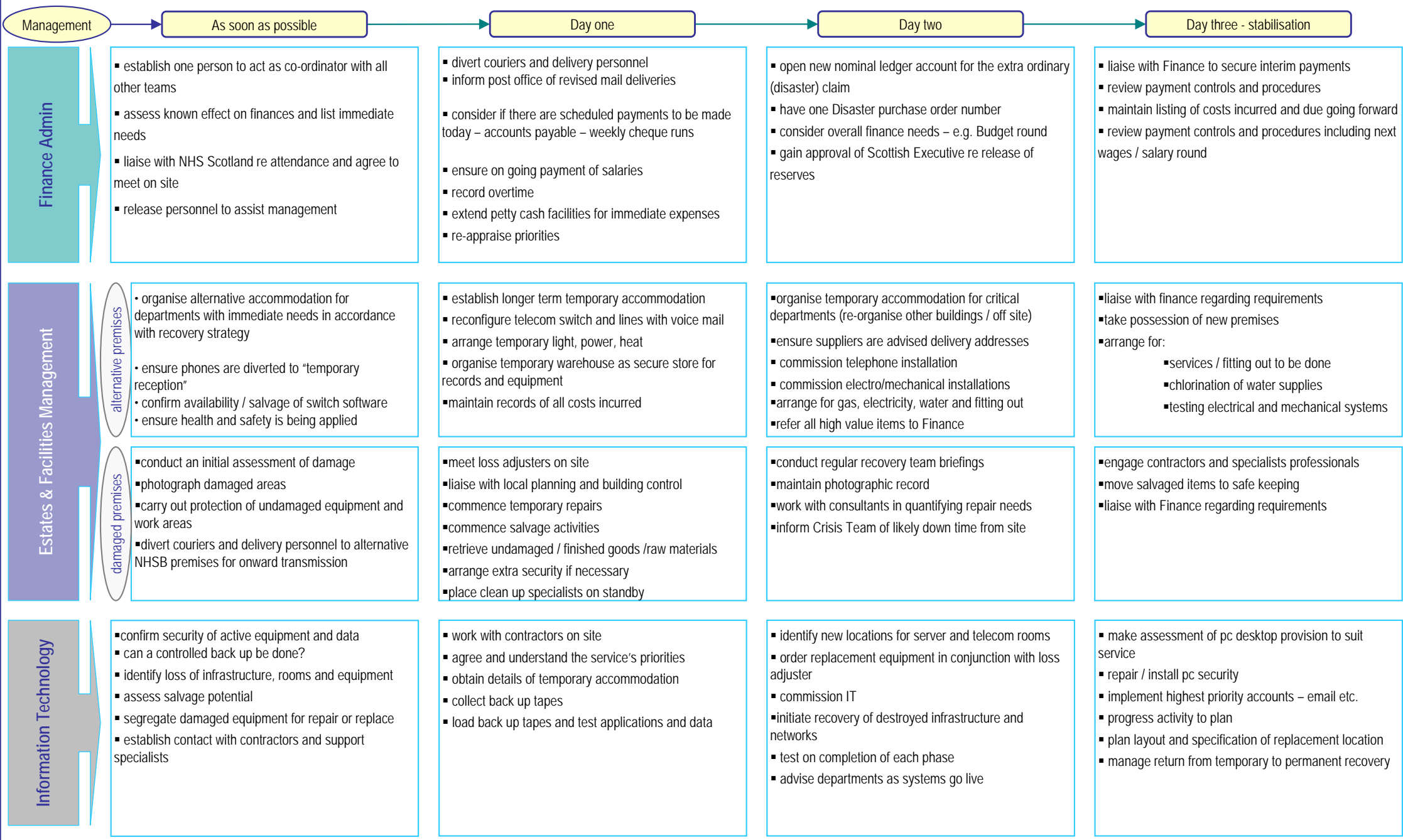
- consider the impact of the emergency measures on staff and functions
- implement assessment of staff trauma and fitness for work
- consider practical and logistical issues in advance – transport, accommodation, catering, child care etc.
- manage concerns of seriously affected staff and family members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

- ensure management presence is maintained
- assess employee morale and assist as necessary
- liaise with management regarding immediate employee resourcing
- programme visits for injured / next of kin
- provide an HR coordinator to liaise with police liaison officers
- recognise people's efforts, support morale

- consider welfare relations;
  - access by staff to support agencies
  - time off work for incapacity
  - death/funerals
- establish staff training requirements
- if a fatal accident enquiry is likely make sure all material is collated and retained and diarise event in advance of next year's anniversary
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- For example - if a fatal accident enquiry is likely, floods, anthrax etc.



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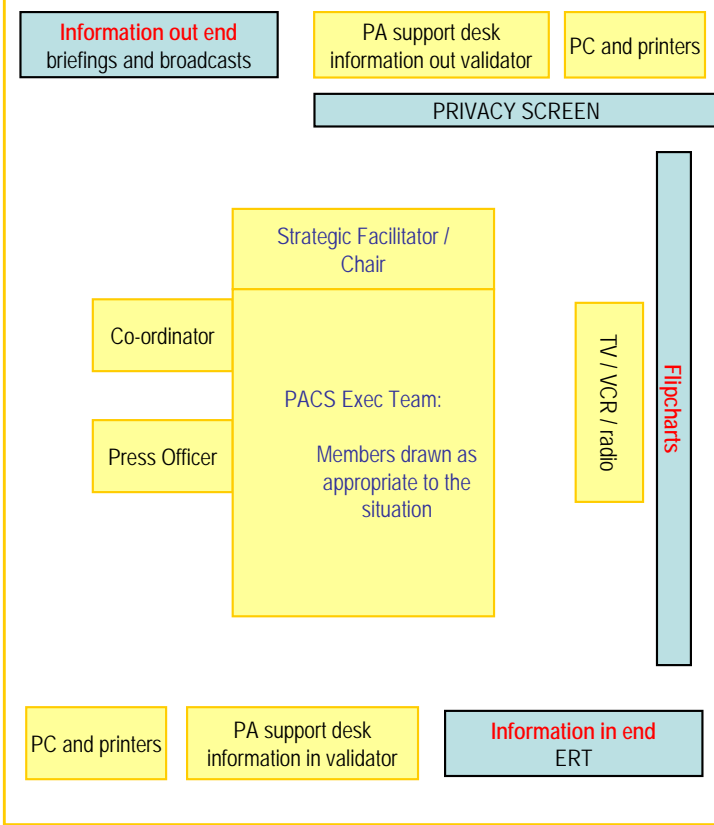




The command centre will be occupied following the initial emergency response and the directors decide that the significant disruption is of a scale necessitating the formation of the crisis management team.  
The room will accommodate the Crisis Management Team with support staff and members of the departmental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

Command Centres	Telephone contact numbers	Fax Numbers
Board Room Newstead		
BGH Committee Room		
Gala Health Centre (upstairs)		

**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 / 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 Primary and Community Services is made up of

ADD HISTORY

The sort of information you can pass to the journalists

Facts about the Service: