



Session 1

9:00 a.m. – 10:30 a.m.

“Effective Communication in a Crisis-the 5Ws”

Moderator: Kristine Saunders Ayinde, BSN, RN

**Speaker: Grace Ogiehor-Enooma, DHA, MPH, MSN,
BS, RN**

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Enjoy the conference!

Session 1: Objectives

At the end of the session, participants will be able to:

1. Articulate the role of the nurse leader in crisis communication
2. Identify at least 3 strategies for effective communication during a crisis
3. Identify the 5Ws (who, what, where, when, why) of communication during a crisis
4. Understand the importance of having a crisis communication plan

**6th Annual New England
Minority Nurse Leadership Conference**



“Year of the Nurse: Leading Through A Crisis”

Grace Ogiehor-Enoma,

DHA, MSN, MPH, RN, NE-BC

Nurse Administrator, New York Presbyterian, Queens

Executive Director, NANNNA

Saturday, December 5, 2020

Game Plan



Effective Communication in a Crisis:

- Defining crisis
- Overview
- Need for crisis communication plan
- Outline crisis communication strategies for organizational leaders
- Conclusion

Defining Crisis



Crisis – when a community of people, an organization, a town, or a nation, perceives an urgent threat to core values or life-sustaining functions, which must be dealt with under conditions of uncertainty.

(Rosenthal, Boin, & Comfort, 2001)

Defining Crisis



Facilities Crisis

Damage to a facility caused by an explosion, fire or natural disaster

Community Crisis

Adverse conditions from a cause outside of your organization

Employee Crisis

Includes death or injury of employees

Defining Crisis



Consumer Crisis

Impact from a defective product within the organization

Image Crisis

Includes unlawful or ill-perceived activities such as sexual misconduct, drug use, indictment or arrest

Overview - A Global Crisis



The coronavirus - public health crisis that has devastating consequences on:

- People's health and private life
- Global unemployment
- Healthcare systems
- Global supply chains
- Companies' market values
- Technology
- International relations.

What's more, the coronavirus crisis emerged unexpectedly and keeps spreading at a fast pace.

About New York-Presbyterian Queens



- Located in Flushing New York
- Is a community teaching hospital affiliated with Weill Cornell Medicine
- Serving Queens and metro New York residents
- Level 1 Trauma Center
- 9-1-1 Receiving Hospital
- Emergency Heart Care Station
- Stroke Center

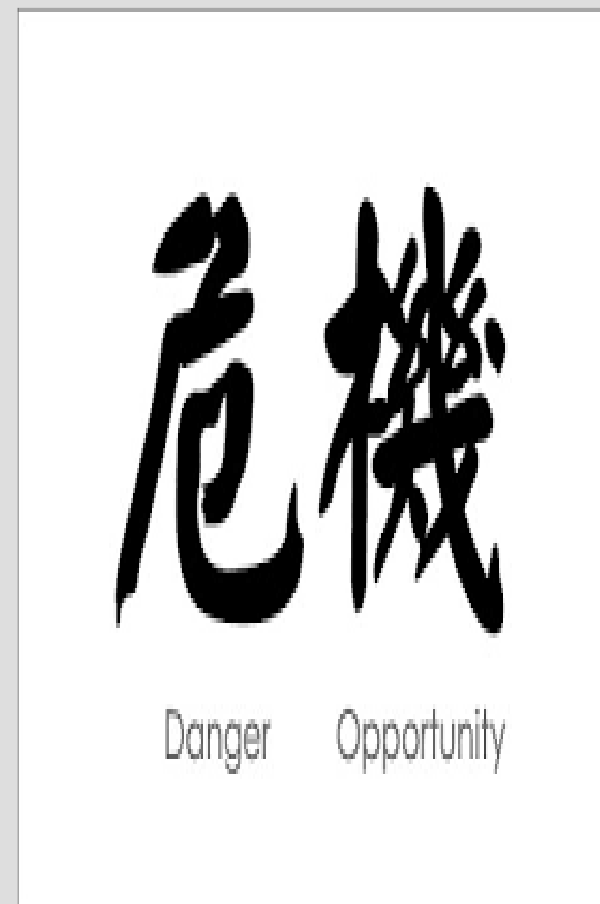
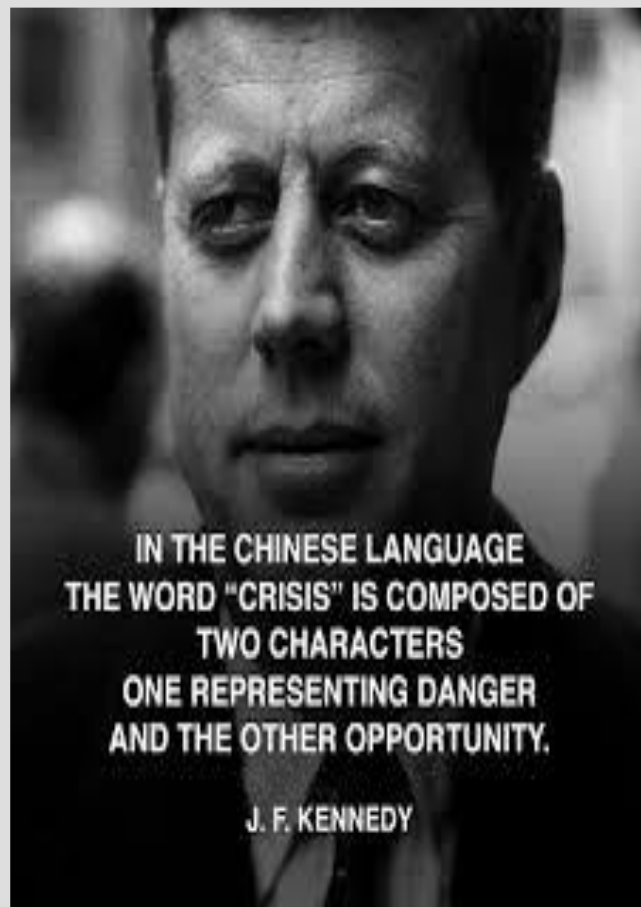


About New York-Presbyterian Queens



- A 535-bed tertiary care facility
- Provides services in 14 clinical departments and numerous subspecialties.
- About 15,000 surgeries and 4,000 infant deliveries are performed annually.





CRISIS COMMUNICATION PLAN



Communication is the cornerstone of
any organization's success.

It's even more important in times of
crisis.

CRISIS COMMUNICATION PLAN



While INSTITUTIONS' communications departments handle social media and public relations during the crisis, you'll need to implement a CRISIS communication plan for one of the organization's most important audiences — your employees.

Crisis Communication Plan



- Even though employees play an essential role in crisis management, they tend to be overlooked in most businesses.
- Nearly 30% of respondents to a [Deloitte Advisory poll](#) believe that **employees are the most overlooked stakeholders when their organization is dealing with a crisis.**
- Without an **adequate crisis communication plan in place**, crises lead to confusion, misunderstandings, assumptions, rumors, and worries.

Crisis Communication Plan



“

Employees are increasingly important voices during crises. Thanks to social media, what an employee says is heard by a lot of people.

Shel Holtz



- Liu, Iles & Herovic, (2020)

Crisis Communication Plan



41%

**of leaders are not able
to gather appropriate
information quickly**

40%

**of executives are not
able to make timely and
deliberate decisions**

PwC

- Liu, Iles & Herovic, (2020)

Crisis Communication Planning



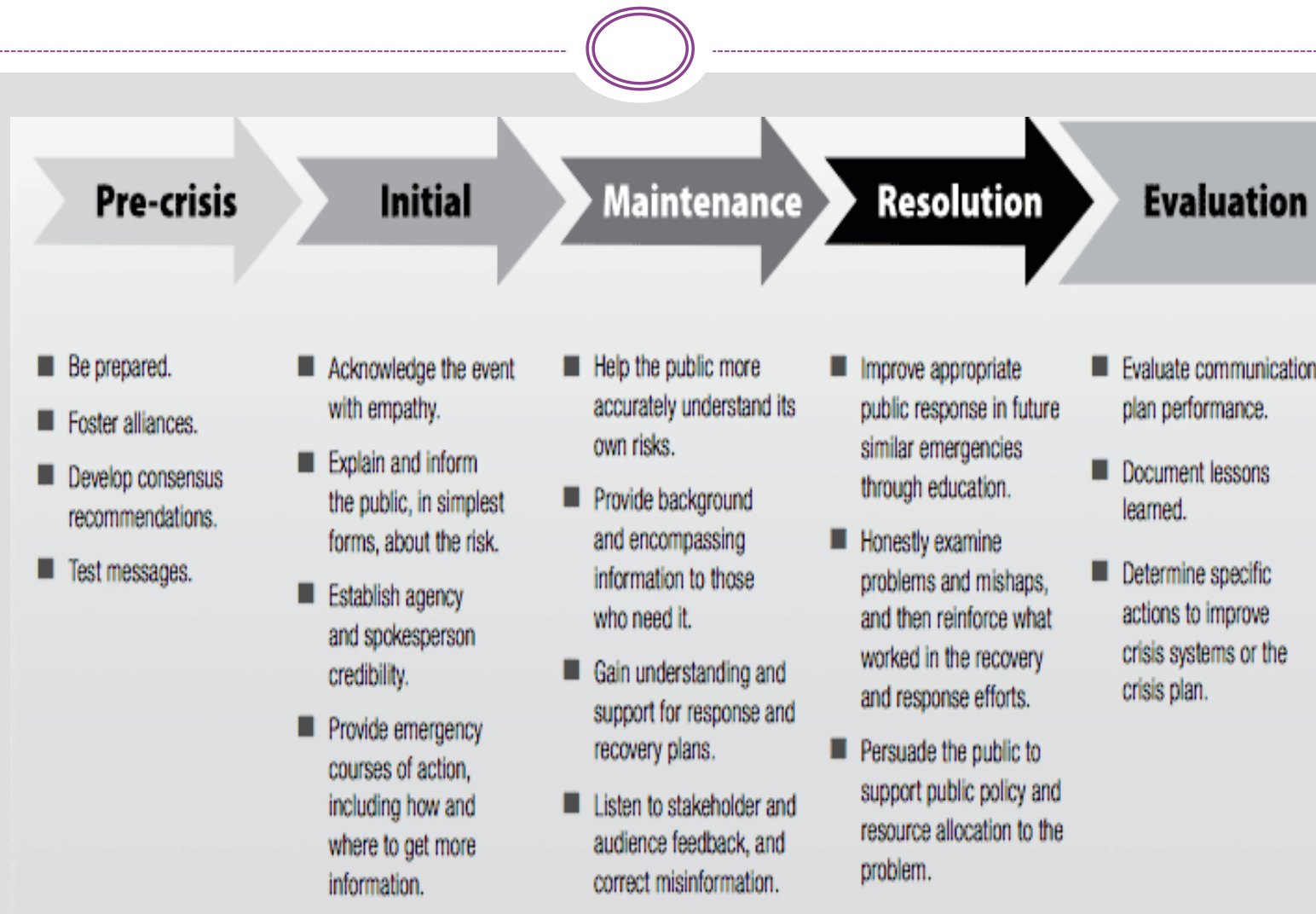
Crisis Communication Plan - *“a set of guidelines used to prepare a business for an emergency or unexpected event. These plans include steps to take when a crisis first emerges, how to communicate with the public, and how to prevent the issue from occurring again.”*

Elements of Crisis Communication Plan



1. The goal
2. The list of the spokespeople involved
3. The information that should be communicated during and after the crisis
4. Information that should be communicated internally and externally.

Phases of Crisis Communication Plan



Pre-crisis Phase



1. Consider likely and unlikely scenarios
2. Identify key staff members and their roles
3. Establish relationships with external stakeholders
4. Develop a plan:
 - Identify objectives
 - Think “how would we...?”
 - Identify resources
 - Train and rehearse

The Rule of the 5 Ws in a Crisis



Who - identifies who should be the front person or spokesperson for the organization in a crisis.

What - is in delivering what the crisis is. The rule of thumb is to tell the truth.

Where - means where the organization should post its response to the crisis.

- Mitroff, I. I., & Anagnos, G. (2001).

The Rule of the 5 Ws in a Crisis



When - speed is usually of the utmost importance in a crisis. A good rule of thumb is to try and make some type of a statement within 24 hours of a crisis.

Why - may be taken over by external communicators and that is not what you want.

Initial Phase



1. Fill the immediate “news hole”
2. Collect and analyze the facts
3. Assess newsworthiness – when, where is it news?
4. Who are the other likely news sources?
5. What are these news sources saying?
6. Develop a strategy, message and communicate them
7. Don’t let your silence become the story!

Avoiding the Initial “No Comment”



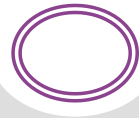
Even without the facts you should be able to express:

Awareness: “ *We are aware of/not aware of...* ”

Concern: “*We are concerned about (or are taking seriously) reports of..*”

Commitment: “*Once we have the facts, we will take the appropriate action.*”

Starting Points for Good Responses



- *“Our primary concern at this point is...”*
- *“What I can tell you right now is...”*
- *“At the moment, our primary focus is...”*
- *“The important thing at this point is..”*
- *“I think a more accurate term is _____ (and then explain why)..”*

4 Rs of Crisis Communication



Regret, Repay, Reform, Responsibility

1. “We deeply regret this has happened.”
2. “We’re going to take care of anyone hurt by this.”
3. “We’re going to do whatever we can to ensure it doesn’t happen again.”
4. “We take full responsibility” (if you’re at fault)

Can be initial statements, even if you don’t have the facts yet

Crisis Maintenance Phase



- Ongoing assessment of event
- **Care + Concern = Credibility**
- 3 Cs of Crisis Communication
 - Control - We are in control of the situation
 - Competence - We have competent professionals working on it
 - Concern - We care
- It's not what you say, but how you say it

Crisis Resolution Phase



- Provide educational opportunities
- Examine problems and mishaps
- Gain support for new policies or resource allocation
- Promote the organization's capabilities

Evaluation Phase



- Ongoing in various ways during all phases
- Integrate results into pre-crisis planning activities
- Long-term damage to an organization is done before and after a crisis, than during it
- People remember how a crisis was handled longer than the details of the crisis

Remember.....

- Commitment
- Teamwork
- Shared vision and goal



- In times of crisis, your employees need to be informed, reassured and listened to.
- If you don't provide them with **the information they need during the crisis**, they'll find ways to get the information they want by themselves.
- But the information they'll find may actually be rumors. That's why communicating with your employees during a crisis is essential. -

Coombs, W. T. (2015)

Crises Bring Opportunities

The color of coronavirus (COVID-19):



African Americans shoulder a higher burden of chronic diseases, with 40% higher rates of hypertension and 60% higher rate of diabetes than white Americans, both of which have been tied to negative COVID-19 outcomes.

Mass media plays a major role in shaping learned social behavior

VOICE: VISIBILITY: PRESENCE:

Conclusion

According to Florence Nightingale (1893), “Health is not only to be well – but to use well – every power we have.”

"You cannot conquer what you cannot confront. Where there is resistance, make it a learning opportunity “ - *Okey Iheduru, PhD*

"Individually, we are one drop. Together, we are an ocean."

- *wrote Japanese poet Ryunosuke Satoro*

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THANK YOU



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*Thank
You*

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