



|                        | Early warning phase                       |  | Organizing Phase  |   |                                     |   |                      | Legislation   | Litigation                             | Programs                |
|------------------------|---|--|---|---|-------------------------------------|---|----------------------|---|--|-------------------------|
| Who's involved         | Loners, victims                           | Policy anticipators                          | Local orgs  | State orgs  | Regional orgs                       | National orgs                                       | International links  | Lobbyists, legislators  | Public interest & class action lawyers | Critics                 |
|                        | Crusaders and amateur part-time advocates | Informal groups                              | News Media  | Associations, leagues, federations, international networks<br>Professional, full-time champions |                                     |   |                      | Corporations, large organizations that will be hurt by resolution         |  |                         |
|                        |   |  |   | News media  |                                     |   |                      | Remedial groups   |  |                         |
| Unorganized            |   |  | Increasingly sophisticated organizational structures<br>Like-minded people and organizations build structure, support         |   |                                     |   |                      |   |  |                         |
| Structure              |   |  |   |   |                                     |   |                      | The Law   | The Courts                             | Society                 |
| How issue is expressed | Simple, unrefined delineation of issues   | Emotional and naively conceived & expressed  | Complex, sensational  | Calculated appeals to, manipulation of emotion  | Fairness                            | Simple dichotomous choices of good/bad, right/wrong |                      | Demand, required, universal   | Balance needed                         | Good, right, fair, holy |
|                        | Random, ad-hoc                            |  | Serious, rational efforts undertaken  |   |                                     | Traditional business advocacy                       |                      |   |  |                         |
| Actions                | Person-to-person appeals                  | Internet sites, discussion groups            | Neighborhood meetings, fund-raising   | Volunteer recruitment & training  | Conferences, sharing best practices | National conferences, major appeals                 | Celebrities involved | Hearings  | Litigation, efforts to amend or repeal | Compliance              |
|                        | Amateur advocates generate publicity      | Following builds with "lightning rod" effect | More people and organizations become involved in issue, more actions are planned and taken, structure solidifies, specializes |   |                                     |   |                      | Some of public is briefly aware   | Advocates, organizers look like heroes | P.C.                    |
|                        |   | Boycotts advocated                           | Internalized attitudes, expressed opinions and behaviors begin to change  |   |                                     |   |                      | Public behavior changes become widespread even if attitudes are unchanged |  |                         |

| PHASE ONE                     |   | Early warning phase  |                   | C O M M U N I C A T I O N P L A N  |   |  |  |
|-------------------------------|---|--|-------------------|--|---|--|--|
| <b>Who's involved</b>         | Loners, victims;<br>policy anticipators   |  | <b>Audiences</b>  | <ul style="list-style-type: none"> <li>▪ Victims and their families</li> <li>▪ Policy anticipators (community leaders)</li> <li>▪ Government agencies</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Employees</li> <li>▪ Board of Directors</li> <li>▪ Close-in advocates</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Enabling audiences such as media, web sites</li> </ul>  |  |
|                               | Crusaders and amateur part-time advocates<br>Informal groups<br>News Media              |  | <b>Principles</b> | <ul style="list-style-type: none"> <li>▪ First priority is to solve the problem if possible</li> <li>▪ Communicate proactively</li> <li>▪ Take everything seriously, as potential threat to long-term viability</li> <li>▪ Get to the truth by answering "What happened?"; correct inaccurate information; confirm accurate information promptly</li> <li>▪ Assure high-level decision-maker(s) are always available</li> <li>▪ Aim for a humanistic, not legalistic sensibility</li> <li>▪ Communication to one is communication to all</li> <li>▪ Coordinate all internal players; "sing from same hymnal"</li> <li>▪ The <i>messenger</i> is the message</li> </ul> | <ul style="list-style-type: none"> <li>▪ Expect and respect the emotions involved and remain calm in the face of emotional attacks or responses</li> <li>▪ Protect confidentiality</li> <li>▪ Ground all messages in core values of the institution</li> <li>▪ Keep documentation with potential discovery in mind; record events and facts <i>accurately</i>.</li> <li>▪ Take responsibility, express regret; don't blame or point fingers</li> <li>▪ Always tell the truth; never hedge; be honest, frank, open; never say "no comment;" never speculate</li> </ul> |  |  |
|                               |   |  | <b>Goals</b>      | <ul style="list-style-type: none"> <li>▪ Prevent the issue from moving to phase two</li> <li>▪ Maintain trust and morale among employees</li> <li>▪ Eliminate or reduce impact on patients in care or seeking care</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Minimize potential for litigation</li> <li>▪ Take actions that enhance or do no harm to institutional reputation</li> <li>▪ Reduce or eliminate issues-oriented news coverage</li> </ul>   |  |  |
| <b>Structure</b>              | Unorganized   |  | <b>Strategies</b> | <ul style="list-style-type: none"> <li>▪ Central coordination of all action</li> <li>▪ Emphasize grass <i>tops</i>, not grass <i>roots</i></li> <li>▪ Select credible, high-level spokespeople for each audience</li> <li>▪ Reduce uncertainty among all audiences</li> <li>▪ Avoid broadcast tactics and written communication; emphasize verbal, personal communication</li> <li>▪ Assure two-way dialogue with all audiences</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Equip advocates to advocate</li> <li>▪ Assure that feedback loops are in-place with all audiences</li> <li>▪ Focus management attention on issue <i>frequently</i></li> <li>▪ Identify and anticipate actions of potential phase two organizers</li> <li>▪ Reduce "life" of incident in news cycle</li> <li>▪ Avoid tendency to make rules for the exception</li> <li>▪ Use all existing, institution-controlled media in service of managing the issue</li> </ul>   |  |  |
| <b>How issue is expressed</b> | Simple, unrefined delineation of issues;<br>emotional and naively conceived & expressed |  |                   | <b>Key Messages</b>  | <ul style="list-style-type: none"> <li>▪ We made a mistake and we regret it</li> <li>▪ We are identifying and resolving the root cause</li> <li>▪ We will be responsible for the consequences</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Mistakes occur; we support our staff</li> <li>▪ The product/service/procedure/institution is safe</li> <li>▪ Our core values are ...</li> </ul>   |  |
| <b>Actions</b>                | Random, ad-hoc<br>Person-to-person appeals;<br>Internet sites, discussion groups        |  | <b>Tactics</b>    |  | <ul style="list-style-type: none"> <li>▪ Personal meetings with key audience members (including victims and families) and surrogates (e.g. department heads, ministers)</li> <li>▪ Personal calls and visits with policy anticipators</li> <li>▪ Designated patient advocates on medical staff</li> <li>▪ Limited media relations</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Rumor hotline (internal and external)</li> <li>▪ Core Q&amp;A document (circumstances dictate breadth of circulation)</li> <li>▪ Specialized web site and intranet components</li> </ul>            |  |
| <b>Impact</b>                 | Amateur advocates generate publicity  | Following builds "lightning rod" effect;<br>boycotts advocated |                   | <b>Measurement</b>   | <ul style="list-style-type: none"> <li>▪ Chiefly informal (non statistical) methods</li> <li>▪ Monitoring web sites and discussion groups</li> <li>▪ Logging and analyzing direct communications to the institution (letters, phone calls)</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Interviews with key informants, including community physicians and hospital nurses</li> <li>▪ Community Relationship Check-Ups</li> <li>▪ Content analysis of media Management's "sense"</li> </ul> |  |

| PHASE TWO              |   | C O M M U N I C A T I O N P L A N |  |  |
|------------------------|---|-----------------------------------|--|--|
| Organizing phase       |   |                                   |  |  |
| Who's involved         | Local, state, regional, national and international organizations  | <b>Audiences</b>                  | <ul style="list-style-type: none"> <li>All Phase One audiences +</li> <li>Smaller, more refined audiences defined by the issue and varying by issue</li> </ul>   | <ul style="list-style-type: none"> <li>Strong potential for government audience involvement</li> <li>Increasing number of specialized allies and advocates</li> </ul>  |
|                        | Associations, leagues, federations, international networks with professional, full-time champions. Policy-makers' advisors  | <b>Principles</b>                 | <ul style="list-style-type: none"> <li>Target. Target. Target.</li> <li>This matters; this is serious.</li> <li>Devote resources now rather than later</li> <li>Provide resources required to "compete" with sophisticated opponents</li> <li>Align with others who are organizing, too</li> </ul>   | <ul style="list-style-type: none"> <li>Be guided by facts, not emotional reactions to opponents</li> <li>Assume opponents are intractable and focus resources on winning support where possible</li> <li>Focus on common ground with opponents, not differences</li> </ul>   |
| Structure              | Increasingly sophisticated organizational structures. Like-minded people and organizations build structure, support   | <b>Goals</b>                      | <ul style="list-style-type: none"> <li>Prevent the issue from moving to Phase Three or reduce Phase Three impact on us</li> <li>Distinguish our "case" from that of others involved while maintaining benefits of coalitions</li> <li>Maintain trust and morale among employees</li> </ul>   | <ul style="list-style-type: none"> <li>Take actions that enhance or do no harm to institutional reputation</li> <li>Eliminate or reduce impact on patients in care or seeking care</li> </ul>  |
| How issue is expressed | Complex, sensational. Calculated appeals to, manipulation of emotion. Fairness. Simple, dichotomous choices of good/bad, right/wrong                                  | <b>Strategies</b>                 | <ul style="list-style-type: none"> <li>All Phase One strategies +</li> <li>Add grass roots efforts to ongoing grass tops efforts</li> <li>Mobilize and motivate advocates</li> <li>Increase emphasis on coalition building; align with other organizations and groups affected by the issue</li> <li>Frame the debate in terms of fairness and get on the right side</li> <li>Emphasize database-driven tactics</li> </ul> | <ul style="list-style-type: none"> <li>Acknowledge emotion but be a voice of reason with facts to support the case</li> <li>Refocus the debate from a single event to a broader issue about which we share common ground with opponents</li> <li>Anticipate and counter opponents' tactics</li> <li>Enlist well-known outside authorities</li> <li>Match opponents' tactics</li> </ul> |
|                        | Serious, rational efforts undertaken  |                                   |  |  |
| Actions                | Neighborhood meetings, fund-raising. Volunteer recruitment & training. Conferences, sharing best practices. National conferences, major appeals. Celebrities involved | <b>Key Messages</b>               | <ul style="list-style-type: none"> <li>The issue matters to us</li> <li>We respect those who have different opinions</li> <li>We are not the only organization to be involved</li> <li>We believe our position/actions/response are in the public interest</li> </ul>  | <ul style="list-style-type: none"> <li>We have evidence to support our case</li> </ul>   |
| Impact                 | More people and organizations become involved in issue, more actions are planned and taken, structure solidifies, specializes   | <b>Tactics</b>                    | <ul style="list-style-type: none"> <li>All Phase One tactics +</li> <li>Direct message delivery to key audiences via in-person meetings, telephone calls, E-mails and letter</li> <li>Issue-specific revisions to our web site</li> <li>Host policy meetings, issue discussions</li> <li>"Celebrity" spokespeople</li> </ul>   | <ul style="list-style-type: none"> <li>Issue advertising</li> <li>Speakers' bureau</li> <li>Issue-specific printed materials</li> <li>Government lobbying efforts via industry associations</li> <li>Opponents' tactics</li> </ul>   |
|                        | Internalized attitudes, expressed opinions and behaviors begin to change  | <b>Measurement</b>                | <ul style="list-style-type: none"> <li>All Phase One tactics+</li> <li>Public opinion polls</li> <li>Flash polls among key employee informants</li> </ul>  |  |

| PHASE THREE            |   | C O M M U N I C A T I O N P L A N  |   |
|------------------------|---|--|---|
| Who's involved         | <b>Legislation, Litigation</b>  | <b>Audiences</b>   | <ul style="list-style-type: none"> <li>All Phase One and Phase Two audiences +</li> <li>Legislators, regulators and their advisors (a certainty)</li> <li>Many more segments of society are engaged</li> </ul>  |
|                        | Lobbyists, legislators; public interest & class action lawyers; critics | <b>Principles</b>  | <ul style="list-style-type: none"> <li>Frame our role in the debate; don't let others do it</li> <li>Play by the rules of the system</li> <li>Build large-scale grassroots support and action</li> </ul>  |
| Structure              | Corporations, large organizations that will be hurt by resolution       | <b>Goals</b>   | <ul style="list-style-type: none"> <li>Shape the legislative and/or social action to limit negative impact on organization</li> <li>Create a position for the organization as leading the debate in a way that is focused on public interest, not self-interest</li> </ul>                          |
| How issue is expressed | Remedial groups; the law, the courts, society                           | <b>Strategies</b>  | <ul style="list-style-type: none"> <li>Frame the issue in terms of fairness</li> <li>Aim to influence decision-makers through grassroots pressure</li> <li>Stay visible in the debate</li> </ul>  |
|                        | Demand, required, universal; good, right, holy, fair                    |  | <ul style="list-style-type: none"> <li>Ramp-up activities that support, inform and motivate advocates</li> <li>Limit the number of messages and repeat them frequently and consistently</li> </ul>  |
| Actions                | Hearings; litigation, efforts to amend or repeal, compliance            | <b>Key Messages</b>  | <ul style="list-style-type: none"> <li>The broader debate generated by a sentinel event is useful and important</li> <li>We support society's efforts to address and resolve the root cause</li> <li>We support change</li> </ul>   |
|                        | Impact  | Some of public is briefly aware; advocates, organizers look like heroes, P.C.; public behavior changes become widespread even if attitudes are unchanged | <b>Tactics</b>  |
| <b>Measurement</b>     |   |  | <ul style="list-style-type: none"> <li>All Phase One and Phase Two +</li> <li>Much more frequent public opinion polling to support message development, identify supporters/opponents and their issues, to enhance effectiveness of grassroots efforts ad to measure success of tactics.</li> </ul> |