



**Waikato** District Health Board

# Draft Influenza Pandemic Plan

## Part 4

# Communications Plan

March 2006

## BACKGROUND

Pandemic influenza is considered to be one of the greatest modern threats to human health. The World Health Organization (WHO) has long warned that the world can expect another influenza pandemic. Accordingly, New Zealand has been planning its response to pandemic influenza for a number of years. Planning activities escalated earlier this year in response to heightened international concerns that the H5N1 avian influenza virus had the potential to mutate into a viral strain capable of human-to-human infection, sparking a worldwide pandemic. Such an event would have a major impact on the whole of society and people will need to be prepared to help themselves and others.

Should a pandemic occur, in Waikato, in a wave of sickness lasting about eight weeks:

- up to 280 people could die, more than 1200 would be hospitalised and some 60,000 would seek medical treatment;
- the sheer volume of demand would quickly overwhelm our hospitals and other health providers;
- many healthcare workers would themselves be sick or at home caring for sick family members;
- schools would shut, public gatherings cancelled;
- up to 60 percent of all workforces could be affected for periods of about two weeks at the height of the pandemic wave. Consider also the effects of high staff absenteeism on essential services such as fire, police, air traffic control, transport operators, water supply and others;
- the effects of high rates of sickness would be swiftly felt throughout the entire community;
- up to 95 percent of those with influenza would have to be cared for at home.

In light of the potentially devastating impact, a district-wide response is essential to identify and implement the actions required to reduce mortality and morbidity from pandemic influenza. Effective communications are critical to this aim.

This plan covers Waikato District Health Board's internal and external pandemic communications. This plan will link with any inter-agency, district-wide communications plan.

## 2. ISSUES ANALYSIS

The following analysis highlights the main communications issues – both positive and negative - that must be addressed or enhanced throughout each stage of the communications strategy:

IDENTIFIED ISSUE	COMMUNICATION RESPONSE
Dependent on lead agency – MoH – for initial messaging. Need to ensure we receive warning of release of MoH communication to allow timeliness, accuracy and consistency of local communications.	Review and maintain currency of communication trees internally and externally 24/7 availability of designated spokespeople
Confusion surrounding release of information from multiple sources (eg various Government ministries, DHB, local government etc)	Adhere to single points of contact Clear branding of information distributed by Waikato DHB
Need to quantify the risk so people can act appropriately	
Risk the media will ‘hype the bird flu’ to sell newspapers rather than provide accurate public information	
Health workforce doesn’t necessarily feel obliged to turn up to work when there are sick people.	
Unaware of what the Ministry will do – when are they issuing public warnings?	
Length of time that might elapse between raising awareness about risk and the event – the problem of sustaining community interest.	
Business continuity - communication channels – how can we maintain them?	
Family vs Work commitments for staff Staff can have a “word of mouth” impact on the community.	Robust HR/ER plan Well informed staff is critical
Health can’t deliver – people will be reliant on family and community.	Build community resilience
Closures – schools, public events, hospitality venues, curbing of people’s liberties.	Manage expectations early
Public expectations around anti-virals and personal protective equipment.	

### **3. COMMUNICATIONS PRINCIPLES**

This plan incorporates risk communication principles to guide all Waikato DHB's communications with key partners and stakeholders regarding pandemic planning and response. It aligns with the Ministry of Health's National Pandemic Communication Plan, which is based on the SARS whole-of-government communications plan, and the National Health Emergency Plan: Infectious Diseases. It also reflects WHO Outbreak Communication Guidelines, the Australian Government's Management Plan for Pandemic Influenza.

This plan is an evolving document that will be updated as more is learnt about the current outbreak of H5N1 in poultry and its pandemic potential.

The communication plan will guide the sharing of information on pandemic influenza/avian influenza to allow informed decision-making and action. Its aims are consistency, candour, clarity and accuracy.

#### **Underlying Principles**

- The Ministry of Health will lead all communications on human health. Waikato DHB will support the Ministry of Health to ensure Waikato communities are informed throughout each of the pandemic phases;
- That the Ministry of Health will adopt the WHO pandemic phases and escalate its response as WHO advises a shift to a higher phase. Waikato DHB will respond to Ministry signals (clear trigger points for moving up a phase are defined and agreed by Government);
- That Waikato DHB will move into a formal CIMS structure at a pre-defined point, reflecting 1 and 2 above;
- That moving to a CIMS structure will see many of the activities defined in this plan becoming the responsibility of the public information officer, under the control of the incident controller;
- That Waikato DHB will work closely with the Ministry of Health, key partners/stakeholders to promulgate information at the earliest opportunity. (All Government agencies are responsible for devising key messages appropriate to their agency/sector to complement MOH key messages);
- That the public's beliefs, opinions and knowledge about specific risks will be appreciated (even if they are unfounded) and responded to appropriately;
- That we will seek feedback on our communications and will monitor audiences/messages/media and that our plans will be reviewed, developed and updated for specific activities/audiences as required.

#### 4. COMMUNICATIONS OBJECTIVES

Information on pandemic influenza/avian influenza needs to be deliberate, accurate, authoritative, planned and sustained to establish and maintain mutual understanding

- within Waikato DHB
- amongst agencies managing the response, and
- between agencies and the public.

Our objectives are:

- to support the Ministry of Health's pandemic communication plan
- to ensure accurate information is promulgated as quickly as possible so that people can respond appropriately, both in their professional and private capacities throughout all phases of a pandemic
- to have all Waikato agencies communicating consistent messages
- to raise awareness of the major societal disruption that will occur during a pandemic and to manage expectations of services during a pandemic
- to reiterate existing public health messages such as handwashing, cough etiquette etc
- to ensure people have clear information about how to prepare themselves and their families/whanau for a pandemic
- to ensure people have clear information about where to go for help
- to ensure that confidence in Waikato health and other government agencies' competence and capability is maintained and enhanced.

## 5. KEY MESSAGES

The messages will, of course, differ according to the pandemic phase. The broad thrust of messages is suggested below; the key messages are included in the action plans that have been developed for each of the phases (see appendices). These will be developed to meet the needs of audiences and the context in which they are delivered.

### FIVE PHASES OF NEW ZEALAND'S PANDEMIC PLAN

STRATEGY	TRIGGER	GOAL	MESSAGE FRAMEWORK
<p>PLANNING "Plan for it"</p>	<p>Interpandemic period</p> <p>CODE WHITE (Information) CODE YELLOW (Standby)</p>	<p>To plan to reduce the health, social and economic impact of a pandemic on New Zealand.</p>	<p>Awareness raising</p> <ul style="list-style-type: none"> <li>- Definitions and context</li> <li>- Potential loss of health and other services</li> <li>- Importance of self-reliance and community resilience</li> <li>- Everyone needs to plan as if it were a giant exercise in infection control</li> <li>- Business continuity messages</li> <li>- Basic public health messages</li> <li>- Raise awareness of impact of social distancing measures on personal freedoms</li> <li>- Where to go for more info</li> </ul>
<p>BORDER MANAGEMENT "Keep it out"</p>	<p>Human-to-human transmission overseas, OR very high suspicion of human-to-human transmission overseas, OR Australia and/or Singapore close borders.</p> <p>CODE RED (Activation)</p>	<p>To keep pandemic influenza out of New Zealand.</p>	<p>Increase alert level so people can respond appropriately.</p> <ul style="list-style-type: none"> <li>- Reiterate personal and public health messages</li> <li>- Reinforce importance of reviewing preparedness plans at work and home.</li> <li>- Information about how to access CBAC, tamiflu etc</li> </ul>
<p>CLUSTER CONTROL "Stamp it out"</p>	<p>Human pandemic strain case(s) found in New Zealand.</p> <p>CODE RED (Activation)</p>	<p>To control and/or eliminate any clusters that may be found in New Zealand.</p>	<p>Need for collective action</p> <ul style="list-style-type: none"> <li>- how to reduce the risk of spreading the virus</li> <li>- social distancing</li> <li>- school/public gathering closures</li> <li>- info on vaccine/anti-viral</li> <li>- Info about general health services</li> </ul>
<p>PANDEMIC MANAGEMENT "Manage it"</p>	<p>Multiple (&gt;10) clusters at separate locations, or clusters spreading out of control.</p> <p>CODE RED (Activation)</p>	<p>To reduce the impact of pandemic influenza on New Zealand's population.</p>	<p>Ongoing need for collective action</p> <ul style="list-style-type: none"> <li>- looking after sick people</li> <li>- reduce spread</li> <li>- what to do, who to call if someone you're looking after dies</li> <li>- info about general health services</li> </ul>
<p>RECOVERY "Recover from it"</p>	<p>Population protected by vaccination, or pandemic abated in New Zealand.</p> <p>CODE GREEN</p>	<p>To expedite the recovery of population health impacted by the pandemic, pandemic management measures, or</p>	<p>Acknowledgement of major event and its effects on society</p> <ul style="list-style-type: none"> <li>- relief, guilt and grief</li> <li>- post-event review</li> <li>- public information</li> </ul>

		disruption to normal services.	
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## 6. AUDIENCES

There are multiple audiences with different information needs and degrees of engagement with the District Health Board. The following tables detail audiences, their communication needs and the actions required to meet those needs during the pandemic phases.

The aim is to maintain a flow of consistent messages using a wide variety of channels. It is preferable to use existing channels of communication.

During the “Plan for it” phase, the DHB will initiate appropriate levels of engagement with organisations and agencies that will or could be involved with, or will have an interest in, the pandemic response (this is by no means an exhaustive list):

- Airport/border control
- Banks
- Business community
- Contractors to Waikato DHB
- District Health Boards
- Education sector - tertiary, schools, preschools and kohanga reo
- Emergency services: St John/Police/Fire
- Funeral directors
- General public
- Health service providers
  - Aged residential care
  - Dentists
  - Disability support services
  - General practitioners & nurses
  - Lead maternity carers
  - Iwi health providers
  - Laboratories
  - Mental Health
  - Pacific health providers
  - Pharmacies
  - Plunket etc
  - Primary Health Orgs
  - Prison health service
  - Private hospitals
  - University and Wintec Health Health Waikato
- Hospital patients and visitors
- Iwi
- Local authorities – elected members and officials
- MPs
- Ministry of Health
- News media
- Pacific
- Prison service

- Refugee and new migrant groups
- Regional civil defence group
- Unions
- University and Wintec health services
- Utilities
- Welfare (govt and NGO)
- Volunteer and service groups

## 7. MEDIA SPOKESPEOPLE

The role of the spokesperson is to communicate to the public through the news media the information needed to reduce the incidence of disease and death. Media preparation is not so much about polishing delivery skills (although important) as preparing specific messages and answers to likely questions.

The spokesperson must be available 24 hours a day and provide telephone numbers where he/she may be reached at all times. He/she should never speculate about unknown situations. To boost confidence and trust, packages of general information will be prepared in advance for the spokesperson to use. Also, every effort will be made to keep information up-to-date as lapses in the flow of information give rise to speculation and/or increased anxiety.

The Waikato DHB Media Policy will largely guide all communications through the media on pandemic planning and response. To ensure consistency and clarity of message, the DHB will be represented by a single spokesperson, or their delegate. During the Planning or Code White phase, the primary spokesperson is Dr Anita Bell who will be largely responsible for providing information about public health measures.

From time to time journalists will have questions that are more properly answered by other personnel, for example:

- Chair Michael Ludbrook – responsible for providing comment at a governance/political level or for liaising with the political wings of other agencies;
- Acting CEO Brent Wiseman (or Board Secretary Neville Hablous) – responsible for providing comment at a DHB-wide or policy level;
- Director of Nursing Jan Adams/Chief Medical Advisor Pim Allen – responsible for providing comment about Health Waikato planning and response;
- Primary care spokespeople (to be identified in consultation with PHO CEOs) – to provide comment about primary care planning and response.

All media enquiries should be directed through Waikato DHB communications manager. The communications manager will act as first point of contact, assess journalists' questions, determine responses and timeframes, amend and distribute written information, monitor and follow up media coverage.

Media releases should be drafted by communications staff and run past the spokespeople for approval prior to release.

- All media releases will reiterate key messages as appropriate
- Qs and As pertaining to the release will be developed for the spokesperson's use
- All media releases will have Qs and As or a backgrounder for journalists to use
- Prior to distribution to the media, releases will be emailed to the communications staff of other agencies involved (if appropriate).

## 8. COMMUNICATION ACTIVITY

As with the messaging, communication activities will change according to the pandemic stage – (1) Code White = plan for it; (2) Code Red = manage it; or (3) Code Green = recover from it.

### CODE WHITE – PLAN FOR IT

INTERNAL AUDIENCE	INFORMATION NEEDS	ACTIONS/CHANNELS	RESPONSIBILITY	TIMEFRAME
Board	-Situation and context -Updates on plans, progress and problems	-Board reports -Board briefings -'Breaking news' email	CEO	Monthly, or as required
Waikato DHB staff directly involved in planning	-Situation and context -Information sharing -Strategy/response for business continuity, staff health and safety, contingency planning	-Shared area on the Waikato DHB system – a restricted access area for developing and drafting documents and for sharing information. -Meetings -Personal comms -Email	Board secretary EMT	As required
Waikato DHB service/ops managers	-Situation and context -Contingency planning -Information on impacts -Messages they need to disseminate - Advice and support	-Email group -Individual contact as required (regular briefings with HR consultant) Staff publications	Dir. Nursing (Health Waikato pandemic coordinator) in association with EMT HR Comms	Once contingency planning near completion necessary to provide regular updates – no less frequently than monthly during code white.
All Waikato DHB staff	-Situation and context -Planning to stay safe at work and at home -Waikato DHB activities -Where to go for more info -Updates -Impacts -Actions required/instructions	-Expresso -Continuum -Pulse -Drawsheet -Infection control newsletter -InterAct -LabOratory - Noticeboards -updates -Intranet/internet	EMT/HR/Comms	As per publication frequency
All Waikato DHB staff	Employment related issues -health and safety issues -sick pay	Memo + information sheets + face-to-face communication between line management and	EMT/HR/Comms/line mgmt	A specific plan with timings and responsibilities will be worked out in association with HR once

	<p>-refusal to work          -contingency planning in each service          -how to access personal support          -potential changes to terms and conditions of employment          -where to find more info</p>	<p>staff. (The latter is important to be able to answer questions, provide and clarify information about day to day work issues, provide reassurance in times of uncertainty.)</p> <p>Pandemic issues to be agenda item for discussion at team briefings/handover</p> <p>Memo and information sheets attached to payslips.</p>	HR	<p>content, much of which is being finalised at a national level, is available.</p> <p>Monthly initially. Frequency increased as situation shifts and updates as required.</p>
All Waikato DHB staff	<p>Questions about pandemic planning, preparedness and impact on employment</p>	<p>Provide avenues for two-way communication. EMT has agreed to act as 'clearing house' for queries.</p> <p>Post FAQs to intranet</p>	EMT/Comms	Immediate and ongoing
All Waikato DHB staff and front line healthcare workers	<p>A well-informed and well-prepared workforce will be better placed to understand the risk and steps required to minimise that risk.</p>	<p>Waikato DHB infection control staff are prepared to conduct a series of infection control seminars for front line staff in hospital/primary care. Publicised through all usual internal and external channels.</p>	<p>EMT/HR/Comms</p> <p>Comms/EMT</p>	<p>For discussion with Waikato Hospital management. EG to approve IC staff availability</p>

CODE WHITE – PLAN FOR IT

EXTERNAL AUDIENCE	INFORMATION NEEDS	ACTIONS/CHANNELS	RESPONSIBILITY	TIMEFRAME
Airport/Border control	-Situation and context -Information sharing - Planning	E mail Personal comms	Public Health Unit MoH will produce comms for ports in the event of border closures/advice for frontline healthcare workers on infection control, vigilance with incoming travellers etc.	As required
Banks	-Business continuity –DHB situation -Banks own business continuity/keeping staff safe	Email Public information	Finance Comms	As required
Business community	Business continuity/keeping staff safe	Email Public information distributed through Chamber of Commerce	Comms	As required
Contractors associated with Waikato DHB	-Situation and context -Planning to stay safe at work and at home -Waikato DHB activities -Where to go for more info -Updates -Impacts -Actions required/instructions	Memo	Comms/P&F/ Purchasing/Legal?	January 31 2006
District Health Boards	-Liaison, co-ordination	Email Personal comms	CEO, Comms, Public Health Unit, P&F, Health Waikato	As required
Education sector	Information about social distancing measures Personal protection /preparedness such as handwashing, cough and sneeze etiquette etc/emergency supplies at home Prepare for children to stay home for extended period	Posters Information Brochures Website The five top tips for clean hands	Public Health Unit Ministry of Health	
Emergency services	Liaison, coordination	Email Personal comms	EMT, PHU	
Funeral directors	Liaison, coordination	Email Personal comms	Medical Officer of Health	

General public (a catch-all term to 'mop' up audiences not captured in this table)	Information about social distancing measures Personal protection /preparedness such as handwashing, cough and sneeze etiquette etc/emergency supplies at home	Posters and information brochures displayed at service stations, public noticeboards, community libraries, govt dept offices etc  Submit articles to special interest publications/newsletters.	Comms	31 March 06
Health service providers -Aged residential care -Dentists -Disability support services -General practitioners&nurses -Iwi health providers -Laboratories -Mental Health -Pacific health providers -Pharmacies -Plunket etc -Primary Health Orgs -Prison health service -Private hospitals -University and Wintec Health	-Updates -Business continuity -Case definitions (when available) -Infection control -PPE -Develop CBAC -Where to go for more information -How health providers will work together in Waikato in the event of a pandemic -Funding issues -Drug supplies -Opportunities to ask questions	Email Personal comms Newsletters – continuum, Outreach Fact sheets Website  Planning and Funding to work with Comms to ensure all providers contact details are in the database.	P&F, Public Health Unit, Comms, EMT	Ongoing
Hospital patients & visitors	Personal protection /preparedness such as handwashing, cough and sneeze etiquette etc/emergency supplies at home	Posters and information brochures displayed in public waiting areas/wards	Comms	31 March 06
Iwi	-Situation and context -Planning to keep your whanau safe at work and at home -Where to go for more info -Updates -Impacts -Advice to consider suspension of cultural practices such as hongi; gatherings	Personal comms	Iwi Māori Council? Supported by Medical Officer of Health	Ongoing
Local authorities - elected members	Situation and context Liaison, planning and	Personal comms Email	Chair Medical Officer of Health	Ongoing

	coordination			
Local authorities - officials	Liaison, detailed planning, coordination and response	Personal comms Email	CEO or delegate Medical Officer of Health EMT	Ongoing
MPs	Updates Impacts	Personal comms Email	CEO	Regular MP briefing Email if change in situation
Ministry of Health	Single point of contact and key relationships	Personal comms Email	CEO and delegated staff	Ongoing
News Media (Waikato daily and community, ethnic publications, radio)	Editorial briefing Background info and FAQs Provide clear, accurate advice and information; reinforce key messages; establish key contacts for the media.	Personal comms Email Briefing kit	Medical Officer of Health Comms	Ongoing
Pacific community	-Situation and context -Planning to keep yourself and your family safe at work and at home -Where to go for more info	Posters Newsletter Fact sheets Website	Medical Officer of Health and Comms to support Waikato Pasifika Health Trust to liaise with Pacific communities Church	Ongoing
Prison service	Business continuity Infection control	Email	Medical Officer of Health	
Refugee and new migrant groups	-Situation and context -Planning to keep yourself and your family safe at work and at home -Where to go for more info	Posters Fact sheets Refugee and New Migrant Centre to assist with distribution of information and advice on appropriate translations	Medical Officer of Health Comms	
Regional civil defence	Planning regional response	Email Personal comms	CEO or delegate Medical Officer of Health EMT	Ongoing
Utilities	As above			Ongoing
Welfare (govt & NGO)	Situation and context Business continuity Infection control Planning re care of dependants	Through whole of govt comms - Ministry website and communications Local liaison/personal comms	Medical Officer of Health EMT	
Volunteer community and service groups	-Situation and context -Planning to keep yourself and your family safe at work and at home -Where to go for more info - How to volunteer your groups	Posters Fact sheets Website Personal comms	CEO or delegate Medical Officer of Health EMT Comms	

	services – what role might there be for volunteers?			
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#### CODE YELLOW – STANDBY

Code Yellow will be used to alert the health sector when there has been a significant development in the virus overseas, or the first confirmed human case in NZ, but still no evidence of consistent human-to-human spread.

At Code Yellow, the situation could move very quickly to Code Red.

All audiences should have received 'get ready' communications and all channels should have been established and tested prior to an escalation from White to Yellow.

Waikato DHB incident management teams will be finalised at this point.

Waikato Pandemic Regional Response group will finalise plans – including communication plan - at this point.

Refer to Code White communication action plan for audiences and messages. Advise all audiences of shift in status, reiterate key messages + information about

- how to keep safe at work and at home
- where are Waikato's community based assessment centres and how do you access them
- who is eligible for Tamiflu and how do you or your family access Tamiflu
- Medical Officer of Health's extended powers and the trigger for activating them.

## CODE RED – KEEP IT OUT/STAMP IT OUT/MANAGE IT

*Keep it out - human-to-human transmission overseas, OR very high suspicion of human-to-human transmission overseas, OR Australia and/or Singapore close borders.*

*Stamp it out - Human pandemic strain case(s) found in New Zealand.*

*Manage it - Multiple (>10) clusters at separate locations, or clusters spreading out of control.*

*NB: Movement into each of the Code Red levels is a decision for Domestic and External Security (DES).*

Clarity, credibility, consistency and speed of communications will be key during this phase.

Waikato DHB will move into the CIMS structure at Code Red.

It is proposed that communications to the wider community will be issued under the auspices of the Waikato Pandemic Regional Response group from this point. Refer to separate communication plan for public information.

Waikato DHB elective services will be cancelled.

## **TO BE DECIDED:**

**In light of the national advertising campaign and availability of the Ministry of Health's 0800 line and website as primary sources of information, Waikato DHB needs to consider whether the following channels of communication need to be established in its district:**

- 0800 line – need to decide whether Waikato DHB needs an 0800 line; how it will use it; and how the service will be funded and maintained.**
- Local advertising – to provide advice about where to go for help; who to call etc.**
- New technology – need to explore the possibility of using broadcast text messaging; wiki to create virtual communities that will**
  - **allow people isolated at home to feel 'connected' in times of uncertainty**
  - **help identify influenza 'hotspots'**
  - **give people a way of contacting the authorities for advice, supplies.**

INTERNAL AUDIENCE	INFORMATION NEEDS	ACTIONS/CHANNELS	RESPONSIBILITY	TIMEFRAME
Board	-Situation and context -Updates on plans, progress and problem	-‘Breaking news’ email	CEO	At least daily updates or more frequently if required
Waikato DHB staff directly involved in planning/response (probably part of CIMS structure)	-Situation and context -Information sharing -Strategy/response	-Shared area on the Waikato DHB system – a restricted access area for developing and drafting documents and for sharing information. -IMT briefings -Personal comms -Email -Text msging	Incident controller	As required
Waikato DHB service/ops managers (probably part of CIMS structure)	-Situation and context -Information on impacts -Messages they need to disseminate - Advice and support	- IMT briefings -Personal comms -Email -Text msging	Incident controller	Regular updates (as frequently as situation dictates)
All Waikato DHB staff	-Situation and context -Planning to stay safe at work and at home -signs and symptoms -when to stay home and who to contact -Waikato DHB activities -reiterate plan for their service -Where to go for more info -Updates -Impacts -Actions required/instructions	At Code Red the proposal is to establish Pandemic Info Boards at entrances to DHB buildings. The presentation of info will take into account the need to allow people to maintain social distance. Same briefing sheets prepared to be used at shift handovers. FAQs If possible regular publications will continue, although frequency might change. -Intranet/internet Text messaging Email Letters to home address	Incident controller Comms	

CODE RED – KEEP IT OUT/STAMP IT OUT/MANAGE IT

EXTERNAL AUDIENCE	INFORMATION NEEDS	ACTIONS/CHANNELS	RESPONSIBILITY	TIMEFRAME
Airport/Border control	-Situation and context -Information sharing - Planning	E mail Personal comms	Central govt comms Waikato regional response	As required
Banks	Status reports (DHB business position) General information status	Email/letter Public information	Finance Waikato regional response	As required
Business community	Business continuity/keeping staff safe	Email Public information distributed through Chamber of Commerce	Waikato regional response	As required
Contractors associated with Waikato DHB	-Updates and impacts -Where to go for more info -Actions required/instructions	Text messaging Notices at Waikato DHB entrances	Purchasing P&F Legal?	As required
District Health Boards	-Liaison, co-ordination	Email Personal comms	CEO, Comms, Public Health Unit, P&F, Health Waikato	As required
Education sector	Liaison		Central govt comms Regional response	As required
Emergency services	Liaison, coordination	Email Personal comms	Regional response	As required
Funeral directors	Liaison, coordination	Email Personal comms	Regional response	As required
General public (a catch-all term to 'mop' up audiences not captured in this table)	Advice on CBAC Reiterate social distancing messages Use telephone for medical advice How to care for self/others Status reports – deaths/vaccine availability Restrictions Where to go for information	Posters and information brochures displayed at service stations, public noticeboards, community libraries, govt dept offices etc News media	Regional response	
Health service providers -Aged residential care	- situation reports -Availability of drug and other	Email Personal comms	Medical Officer of Health Portfolio managers	

-Dentists -Disability support services -General practitioners&nurses -Iwi health providers -Laboratories -Mental Health -Pacific health providers -Pharmacies -Plunket etc -Primary Health Orgs -Prison health service -Private hospitals - Uni and Wintec health	supplies -Opportunities to ask questions/seek advice and assistance -know what info is being given to public	Website News media	Regional response	
Hospital patients & visitors	Cancellation of electives Infection control instructions for those coming into hospital	Telephone/letter/news media Posters and information brochures displayed in public waiting areas/wards STOP notices at all entrances Media updates posted to public noticeboards	Comms Ward/clerical staff	
Iwi	Situation updates	News media	Regional response	
Local authorities - elected members	Situation and context Liaison, planning and coordination	Personal comms Email	Regional response	
Local authorities - officials	Liaison, detailed planning, coordination and response	Personal comms Email	Regional response	
MPs	Updates Impacts	News media	Regional response	
Ministry of Health	Single point of contact and key relationships	Personal comms Email	CEO and delegated staff	
News Media (Waikato daily and community, ethnic publications, radio)	Provide fast, clear, accurate advice on situation. Update regularly for radio bulletins/for print deadlines	Email or fax media releases -Daily news conference for local media -Complete situation update templates for spokespeople - post these to the website and noticeboards	Regional response - delegated spokesperson	
Pacific community	Updates	News media	Regional response	
Prison service	Business continuity Infection control	Email	Medical Officer of Health	
Refugee and new migrant		News media	Regional response	

groups				
Regional civil defence	Planning regional response	Email Personal comms	Part of regional response	
Utilities	As above			
Welfare (govt & NGO)	Situation reports Care of dependants Know what info is being given to general public	Through whole of govt comms - Ministry website and communications Local liaison/personal comms News media	Regional response	
Volunteer community and service groups	Care of dependants Community support Public information so can share knowledgeably w/others	Website Email to key volunteer leaders	Regional response	

#### CODE GREEN – RECOVER FROM IT

Post event review and evaluation – what was done well; what could have been done better; report outcomes and on the lessons learnt.

Public information to assist communities to regroup. It's not clear whether the regional response group will stand down or continue to ensure effective regional recovery. If the regional response group continues, it will continue to be responsible for regional public information.

Stand down CIMS structure

Waikato DHB resumes elective services.

INTERNAL AUDIENCE	INFORMATION NEEDS	ACTIONS/CHANNELS	RESPONSIBILITY	TIMEFRAME
Board	-Post event review -Outcomes -Future paths	-Board report	CEO	Monthly
Waikato DHB staff directly involved in planning/response	-Support for the team's recovery & wellbeing -Information sharing -Strategy/response	-Shared area on the Waikato DHB system – a restricted access area for developing and drafting documents and for sharing information.	Board secretary EMT	As required

		-Meetings -Personal comms -Email		
Waikato DHB service/ops managers	-Support for team's recovery and wellbeing -Information on impacts -Messages they need to disseminate - Advice and support	-Personal comms -Individual contact as required (regular briefings with HR consultant)	Dir. Nursing (Health Waikato pandemic coordinator) in association with EMT HR Comms	
All Waikato DHB staff	-Acknowledgement of situation and thanks -Where to find personal support -Where to find more information -Waikato DHB recovery activities -Recovery plans for their services -Where to go for more info -Actions required/instructions	Update Pandemic Info Boards at entrances to DHB buildings advising of stand down Line management to initiate face to face debriefings with staff teams Letter from Board Chair and CEO to all staff attached to pay slips. Resumption of regular publications Intranet/internet	HR/Comms	

#### CODE GREEN – RECOVER FROM IT

EXTERNAL AUDIENCE	INFORMATION NEEDS	ACTIONS/CHANNELS	RESPONSIBILITY	TIMEFRAME
Airport/Border control	Stand down	Debrief?	Central govt comms Waikato regional response	
Banks		News media	Waikato regional response	
Business community		News media Public information distributed through Chamber of Commerce	Waikato regional response	
Contractors associated with Waikato DHB	- Waikato DHB recovery activities -Actions required/instructions	Letter/email Text messaging	Purchasing P&F	

District Health Boards	-Liaison, co-ordination	Email Personal comms	CEO, Comms, Public Health Unit, P&F, Health Waikato	
Education sector	Liaison		Central govt comms Regional response	
Emergency services	Liaison, coordination	Email Personal comms	Part of regional response	
Funeral directors	Liaison, coordination	Email Personal comms		
General public (a catch-all term to 'mop' up audiences not captured in this table)	Messages and channels to be developed post event – need to understand what the information needs of the general public might be.			
Health service providers -Aged residential care -Dentists -Disability support services -General practitioners&nurses -Iwi health providers -Laboratories -Mental Health -Pacific health providers -Pharmacies -Plunket etc -Primary Health Orgs -Prison health service -Private hospitals - Uni and Wintec health	Opportunities to be involved in debriefing, to ask questions/seek advice and assistance -know what info is being given to public			
Hospital patients & visitors	Resumption of normal services	Telephone/appointment letters/News media	Comms Ward/clerical staff	
Iwi				
Local authorities - elected members				
Local authorities - officials				
MPs	Impact on district Recovery plans	Personal comms		
Ministry of Health	Single point of contact and key relationships	Personal comms Email	CEO and delegated staff	
News Media (Waikato daily and community, ethnic publications,	Situation reports	Daily news conference for local media		

radio)		-Complete situation update templates for spokespeople - post these to the website and noticeboards		
Pacific community				
Prison service				
Refugee and new migrant groups				
Regional civil defence	Planning regional response	Email Personal comms	Part of regional response	
Utilities	As above			
Welfare (govt & NGO)	Situation reports Care of dependants Know what info is being given to general public	Through whole of govt comms - Ministry website and communications Local liaison/personal comms News media	Regional response	
Volunteer community and service groups	Care of dependants Community support Public information so can share knowledgeably w/others	Website Email to key volunteer leaders	Regional response	