

****Some information redacted for public posting****



ARIZONA DEPARTMENT
OF HEALTH SERVICES

Arizona Department of Health Services

Crisis and Emergency Risk Communication Plan

Office of the Director –Public Information Office

In collaboration with

Bureau of Public Health Emergency Preparedness

May 2016

PHS 1.3

[This page intentionally left blank.]

Table of Contents

Table of Contents.....	iii
Record of Changes.....	vi
Record of Distribution	vii
Acronym List.....	viii
Introduction	1
Purpose.....	1
Scope	1
Policy	1
Situation Overview	2
Planning Assumptions.....	2
Concept of Operations	3
Preparedness	3
Response	4
Public Information	4
Approval and Distribution Process.....	5
Clinical /Public Health Guidance	5
Approval and Distribution Process:.....	6
Departmental Communications (Internal ADHS staff).....	6
Approval and Distribution Process:.....	6
Inter-agency Communications.....	7
Approval and Distribution Process:.....	7
Continuity of Operations.....	7
Staffing.....	7
Organization and Assignment of Responsibilities	8
Lead Public Information Officer (PIO).....	8
Joint Information System/Joint Information Center Manager.....	8
The Information Gathering and Analysis Team Lead	8
The Information Planning and Production Team Lead	8
Information Dissemination Team Lead	9

Agency Spokesperson	9
Direction, Control, and Coordination	9
Information Development.....	9
Information Validation.....	9
Information Dissemination.....	9
Vulnerable and At-Risk Populations	10
Timely and Accurate Distribution.....	10
Information Collection, Analysis, and Dissemination	10
Communications	11
Communication Methods	11
Communication Pathways.....	12
Alerting PIO Staff.....	12
Communication Services for At-Risk and Hard-to-Reach Populations.....	12
HHS SAMHSA Helpline	12
The CMIST Functional Needs Framework.....	13
Additional Considerations.....	13
Internal Crisis	13
Mass Patient Care.....	14
Isolation and Quarantine	14
Medical Countermeasure Distribution – Point of Dispensing (POD) Operations.....	14
Call Center Activation and Management.....	14
Internet and Social Media Outlets.....	15
Media Briefings and News Releases.....	15
Limited Language Proficiency Populations	16
Sensitive Information.....	16
Communication During a Technology or Power Disruption	16
Plan Development and Maintenance	17
Appendix A – Decision Support Matrix for JIC Activation	18
Appendix B – HEOC Message Development Flow	19
Appendix C – Contact Information	20
Departmental (Internal) Contact Lists	20

Interagency Contact Lists.....	20
Public Information Contact Lists.....	20
AzHAN (Clinical/Public Health) Distribution Lists.....	21
Call Center Resource Lists.....	21
Limited English Proficiency (LEP) Resources	21
Appendix D – PIO Overview & Training Requirements.....	22
Appendix E – Job Action Sheets	26
Lead Public Information Officer Job Action Sheet.....	27
Joint Information Center/System Manager Job Action Sheet.....	30
Information Gathering and Analysis Job Action Sheet	32
Information Planning and Production Job Action Sheet.....	34
Information Dissemination Team Lead Job Action Sheet.....	37
Agency Spokesperson Job Action Sheet.....	39
Appendix F – AZ Call Center Resource List.....	41
Appendix G – Medical Countermeasures and Public Information	42
Appendix H – Planning Tool for Community Interaction.....	44
Appendix I – Risk Communications Strategies and Tactics Tool.....	46
Appendix J – PIO Activity Log.....	50
Appendix K – Media Monitoring Worksheet.....	51
Appendix L – Inquiry Log	54
Appendix M – Media Briefing Template	57
Appendix N – News Release Template.....	58

Some information redacted for public posting

Record of Changes

Date of Change	Location of Change	Description of Change
04/06/2016	Total	Concept remained the same. Changed format to align CPG 101. Updated contacts and resources. Alignment with Public Health Accreditation (PHAB) Standards, Pandemic Influenza (PIRA) planning elements, and Information Sharing planning capabilities.

Record of Distribution

Date	Agency and Jurisdiction	POC E-mail

Acronym List

Acronyms or Abbreviation	Definition or Term	Acronyms or Abbreviation	Definition or Term
ADHS	Arizona Department of Health Services	IT	Information Technology
AzHAN (or HAN)	Arizona Health Alert Network	JIC	Joint Information Center
BPHEP	Bureau of Public Health Emergency Preparedness	JIS	Joint Information System
CERC	Crisis and Emergency Risk Communication	NIMS	National Incident Management System
COOP	Continuity of Operations Plan	NPI	Non-Pharmaceutical Intervention
DEMA	Department of Emergency and Military Affairs - Arizona	PHEP	Public Health Emergency Preparedness
EMAC	Emergency Management Assistance Compact	PIO	Public Information Officer
EOC	Emergency Operation Center	POD	Point of Dispensing
ESF	Emergency Support Function	SEOC	State Emergency Operation Center
HEOC	Health Emergency Operation Center	SME	Subject Matter Expert
HIPAA	Health Insurance Portability and Accountability Act	SNS	Strategic National Stockpile
ICS	Incident Command System	VJIC	Virtual Joint Information Center

Introduction

The Arizona Department of Health Services (ADHS) Crisis and Emergency Risk Communication (CERC) Plan is an annex to the ADHS Emergency Response Plan (ERP). This Plan identifies communication protocols and procedures to be followed in the event of a crisis or emergency with public health consequences.

Purpose

This Plan outlines processes for disseminating information to the public, government agencies, the media, and other stakeholders during a disaster or internal crisis. As an annex to the ADHS ERP, this Plan is linked to the State of Arizona Emergency Response and Recovery Plan (SERRP). This connection allows ADHS to participate in risk communication activities with other response partners including county, state, federal, and private sector partners.

This document is consistent with standards established in the National Incident Management System (NIMS), and is designed to operate under the Incident Command System (ICS). As such, this document is flexible and scalable and will support CERC functions for a variety of responses.

A Joint Information System (JIS) is activated anytime two or more public information officers (PIO) get together to coordinate messaging. The JIS refers to the ICS structure, systems, and equipment used to facilitate communication between PIOs. A Joint Information Center (JIC) is activated to manage the public information component of a major response. Minor responses will only call for the activation of a Virtual Joint Information Center (VJIC). For the purposes of this plan, the term “JIC” will be used to describe both a virtual workplace and a physical location. See Appendix A – Decision Support Matrix for more information regarding the activation of a JIS, JIC, and VJIC.

Scope

This plan is intended to help public information staff and departmental leadership make informed and timely decisions regarding risk communication and public information. This plan applies to all public health issues impacting Arizona and all internal crises affecting ADHS.

Policy

In accordance with the SERRP and established jurisdictional request processes, the Arizona Department of Emergency Military Affairs (DEMA) may activate a JIC to support general (non-public health specific) emergency response activities in the state. In this case, ADHS will support the DEMA JIC by providing public information staff to assist with the development, coordination, and dissemination of public health messaging.

In the event of a public health emergency, the ADHS Director may elect to activate the Health Emergency Operation Center (HEOC) and appoint a staff member to serve as the HEOC Manager. The ADHS Director or HEOC Manager may also instruct the Communications Director or designee to assume the role of ADHS Lead Public Information Officer (PIO) and activate the ADHS CERC

Plan. The Director will also decide whether to activate an internal JIC or request the activation of the DEMA JIC according to the SERRP. See Appendix A - Decision Support Matrix for JIC Activation for instructions on activating a VJIC or JIC.

Prior to dissemination, messages must be approved through the Incident Command System; this approval process is detailed in the HEOC Message Development Flow diagram in Appendix B. Message development, approval, and dissemination are also described in the Response Section below.

Other policy decisions involve the coordination of public inquiry efforts for the statewide public health response. This may include the establishment of a call center and/or website (i.e., landing page) for health-related public inquiry. Options for call center activation include the use of private sector, local, state, and/or federal resources. Appendix C contains contact information for the activation of a call center.

In addition to the Lead PIO, other staff may be required to address the increased demand for public information. Training requirements for PIO staff are listed in Appendix D. Responsibilities, activation steps, and ongoing responsibilities for each position are described in Appendix E – Job Action Sheets.

Situation Overview

The most recent hazard analysis for Arizona includes the following scenarios: pandemic, wildland/urban interface fire, flood, radiological release (Palo Verde Nuclear Generating Station), winter storm, utility failure, terrorism/civil disturbance, enemy attack, drought/water shortage, hazardous materials release, dam failure, and transportation accident. The steps and procedures outlined in this plan shall be used to direct public health risk communication activities associated with any of these events, unforeseen public health emergency, or internal crisis.

Planning Assumptions

The following assumptions describe a typical environment in which the ADHS CERC Plan would be activated in whole or in part:

- A crisis, emergency, or disaster is a dynamic situation in which time frames to receive and communicate information are compressed, and misinformation must be addressed;
- The ADHS HEOC will be activated, at the discretion of the ADHS Director, to support Emergency Support Function (ESF) 8 operations;
- The Arizona Department of Emergency and Military Affairs (DEMA) will open the State Emergency Operation Center (SEOC) to support major emergency responses within the state;

- ADHS PIO staff will support local risk communication operations as requested by local health departments.
- If dictated by the scope or scale of the public health emergency, ADHS will request DEMA to activate a JIC to coordinate risk communication activities across the state;
- ADHS will designate a public information officer to support DEMA JIC operations;
- ADHS may operate a VJIC or JIC for an internal crisis, disaster, or public health event in which neither the SEOC nor the DEMA JIC are activated;
- Social media outlets play an important role in the dissemination of information to the public;
- Risk communication messages and strategies must consider at-risk, isolated, and access and functional needs (AFN) populations;
- Electronic messaging and materials will be developed in accordance with Section 508 of the Rehabilitation Act 1973– Standards for Electronic and Information Technology;
- During a significant public health response requiring 24/7 operations, ADHS public information staff will be available (on-call, virtually, or in-person) 24-hours a day as determined by the HEOC Manager; and

Concept of Operations

This concept of operations addresses the overall communications approach for the Department during a crisis, public health emergency, or disaster response. This section identifies standards for preparedness, response, continuity of operations, and staffing.

Preparedness

This CERC Plan should be reviewed and integrated into preparedness exercises during non-emergency operations. Training and exercises should test the following Public Health Preparedness Capabilities and Healthcare System Preparedness Capabilities: Emergency Public Information and Warning, Information Sharing, and Emergency Operations Coordination.

Message maps and boilerplate messages should be reviewed annually by PIOs, preparedness staff, and clinical staff to ensure accuracy and adherence to best practices set forth by the Centers for Disease Control and Prevention (CDC) and other public health preparedness subject matter experts.

Email, fax, and phone distribution lists should be reviewed quarterly to ensure that key response partners and stakeholders could be contacted easily during emergent situations. Media contact lists should be updated as a part of routine PIO duties (see Appendix C for more information on contact list maintenance).

Response

During HEOC activation and routine operations, PIO personnel are available 24/7 to direct risk communication activities. On-call phones and alerting systems with primary and secondary telephone numbers are in place to reach staff around the clock.

A list of PIO staff is stored electronically in the Arizona Health Alert Network (AzHAN) system and continuously maintained by the ADHS Communications Director. AzHAN alerts will notify PIO staff of JIC and/or HEOC operations, giving ADHS the capability to reach staff during and after work hours as well as weekends and holidays. This notification message will give JIC staff directions on assembly (virtually or in-person) dependent on the scope of the response. Notifications should be sent out within 30 minutes of a sudden onset disaster (e.g., explosion or other mass casualty event). Once notified, JIC staff are expected to report, virtually or in person, within 30 minutes. *See the HEOC Standard Operating Procedure (SOP) for more information on the ADHS notification system.*

To better define and address the surge in public information operations, this CERC Plan divides information into the following categories: public information, clinical/public health guidance, departmental communications, and inter-agency communications.

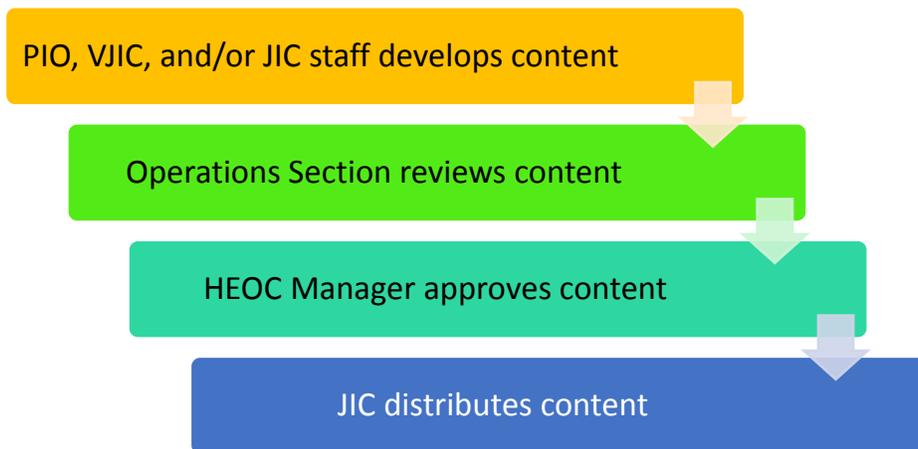
Public Information

During a crisis or emergency, communication to the public may include media releases, website content, talking points for spokespersons, interviews, social media, public service announcements, and advertising. It is important to determine which populations are at greater risk and to use the most appropriate methods to reach these target populations, as well as the general public.

In most cases, messaging should be developed at a sixth grade reading level. The Lead PIO and/or JIC staff will take the lead on developing this type of messaging with input from SMEs from the Operations Section. See Appendix B for information HEOC message development.

In addition to providing accurate and timely information, public information staff must also address misconceptions, misinformation, and rumors. Misinformation in the media should be corrected and addressed during the following news cycle. ADHS uses subscription services to monitor social media. The current services include “Custom Scoop” and “TVEyes.” The Job Action Sheets for the Information Gathering and Analysis Team Lead and the Information Planning and Production Team Lead contain additional steps for addressing misinformation (see Appendix E).

Approval and Distribution Process

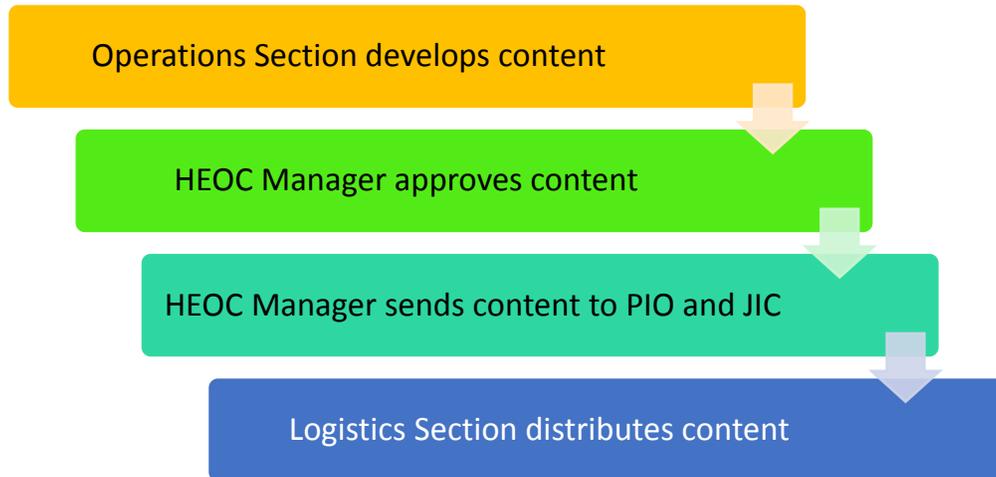


Clinical /Public Health Guidance

The Arizona Health Alert Network (AzHAN) is used to distribute clinical and public health information across the state during both routine operations and public health emergencies. During a response, clinical and public health guidance will be developed by SMEs within the Operations Section. Consultation with the Department's Medical Director or other persons designated by the HEOC Manager may be required. Clinical and public health guidance may include health advisories, updates, or alerts; recommendations to government buildings, schools, or other public buildings; or recommendations for quarantine, isolation, social distancing, and other non-pharmaceutical interventions (NPI).

When possible, clinical/public health guidance will be made available to JIC staff before it is distributed. In many cases, media releases, website updates, or social media content should be created for the public to explain the clinical and public health guidance in simple, common language. See Appendix C for additional information on AzHAN distribution list management.

Approval and Distribution Process:

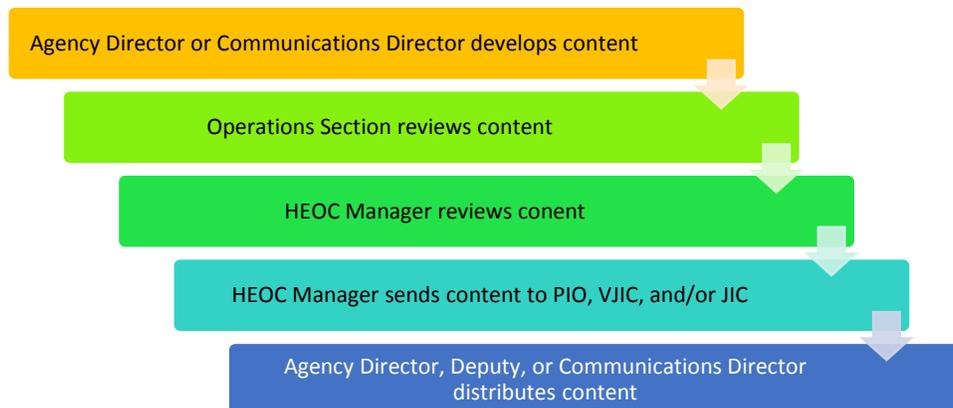


Departmental Communications (Internal ADHS staff)

During a response, it is important to establish clear lines of communication with all staff, contractors and vendors. In addition to email distribution lists, calling lists (phone trees) will be used as a backup communication method. See the *ADHS Continuity of Operations Plan (COOP)* for more information on communicating with staff during an emergency or business disruption.

Internal communication processes are integral to both emergency operations and continuity of operations. When uninformed, employees can become unofficial spokespersons and can spread misinformation. Therefore, it is important to provide accurate and timely information to all employees throughout the duration of the response. This should include easy access to media releases, public health and safety resources, and other information as necessary. During emergency responses, employees should be reminded to direct all media inquiries to the Lead PIO or JIC if it is activated. **If regular communication is compromised, Logistics Section distributes content via email or initiates calling lists (phone trees)*

Approval and Distribution Process:

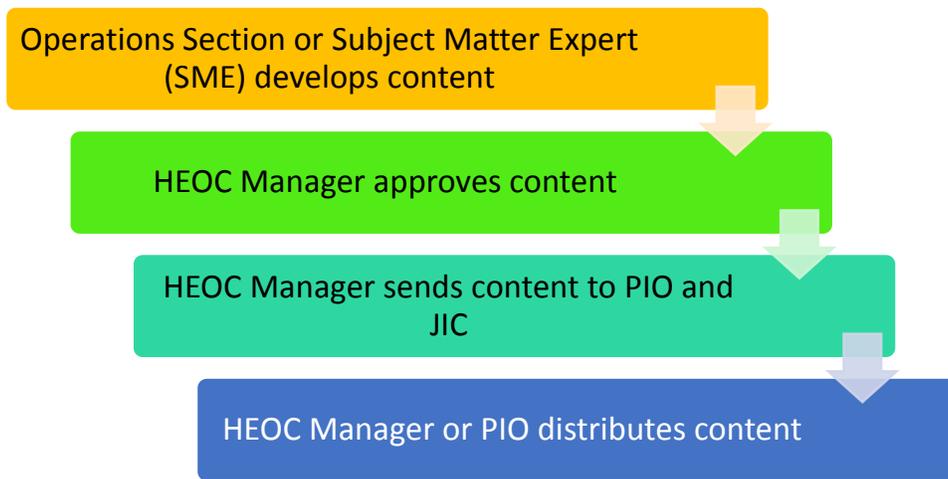


Inter-agency Communications

Stakeholders in this group include municipalities, counties, state agencies, neighboring states, tribal partners, and federal agencies. The ADHS Director and Communications Director (Lead PIO) will oversee communication with elected officials and will ensure that messaging is developed in tandem with the Governor's Office.

To ensure consistent public information and inquiry, information sent to partner agencies should also be shared with the JIC. This information must also be stored (electronically and/or hard copy) in the Joint Information System (JIS) and be taken into account when developing messaging for the public. See Appendix C for information on interagency contact lists.

Approval and Distribution Process:



Continuity of Operations

During a response, the demand for response related information may overwhelm the ability of staff to handle regular operations. In this case, state and/or departmental Continuity of Operations Plans (COOP) should be referenced or activated to decide which functions can be ceased and what must continue. The PIO and JIC may play an active role in developing internal (departmental) messages to ensure essential functions identified in the COOP are maintained.

Staffing

During a sustained response, ADHS may not have enough staff to support JIC operations. In this case, requests for qualified public information staff can be made to municipalities, other counties, state, tribal, and federal partners as dictated by the level of response. If an emergency declaration is in place, PIO personnel requests will adhere to Emergency Management Assistance Compact (EMAC) standards for requesting staff.

Organization and Assignment of Responsibilities

The organization and assignment of responsibilities for JIC staff is broken down into six key positions or functions listed below (A – F). The Lead PIO will oversee all public information activities for the response and serve as the main point of contact with the HEOC. For health related incidents, the Lead PIO will coordinate the JIC. This framework ensures that JIC operations conform to the Incident Command System (ICS) span of control standards. In the event a state-level VJIC or JIC becomes active, ADHS staff will fill roles and positions as requested by DEMA.

Lead Public Information Officer (PIO)

The Lead PIO is responsible for coordinating the overall public information response. This position is the link between the HEOC and the JIC. This person reports directly to the ADHS director and works closely with the HEOC Manager. He or she supervises the JIC Manager, and has oversight on all public information functions. See the Lead Public Information Officer Job Action Sheet in Appendix E for a full description of duties and responsibilities.

Joint Information System/Joint Information Center Manager

The JIC Manager is responsible for the overall operation of the JIC. This person must oversee public information functions such as, information gathering, analysis, planning, production, and dissemination. This person reports to the Lead PIO and will supervise all other staff working in the JIC. See the JIC Manager Job Action Sheet in Appendix E for a full description of duties and responsibilities.

The Information Gathering and Analysis Team Lead

The Information Gathering and Analysis Team Lead is responsible for the collection, synthesis, and analysis of all public information during the response. This person reports to the JIC Manager. Key functions include media monitoring; identifying public concerns, misconceptions, and information; and preparing briefings throughout the response. See the Information Gathering and Analysis Job Action Sheet in Appendix E for a full description of duties and responsibilities. Additional resources for monitoring media coverage, tracking media and public inquiries are available in Appendices J and K.

The Information Planning and Production Team Lead

The Information Planning and Production Team Lead is responsible for the implementation of the communications strategy. This position reports to the JIC Manager. This person will develop news releases, talking points, public service announcements, advertisements, and other public information materials associated with public health components of the response. See the Information Planning and Production Job Action Sheet in Appendix E for a full description of duties and responsibilities.

Information Dissemination Team Lead

The Information Dissemination Team Lead is responsible for the distribution of information out of the JIC. This position reports to the JIC Manager. This person will work with other JIC staff to ensure appropriate target audiences are identified and that the mechanisms (distribution lists, etc.) are in place to reach these groups. See the Information Dissemination Job Action Sheet in Appendix E for a full description of duties and responsibilities.

Agency Spokesperson

The Agency Spokesperson is responsible for conducting media interviews, press conferences, and interfacing with outside agency officials in accordance with approved talking points, message maps, and materials. See the Agency Spokesperson Job Action Sheet in Appendix E for a full description of duties and responsibilities.

Direction, Control, and Coordination

The following sections outline control and coordination processes for information development, validation, dissemination, and the identification of vulnerable and at-risk populations. These functions are further clarified in the JIC Job Action Sheets in Appendix E.

Information Development

Information development is the responsibility of both subject matter experts (SMEs) in the HEOC Operations Section, the Lead PIO, and the JIC Manager. These people will work with the Information Gathering and Analysis Lead to aggregate and analyze response information. The JIC Manager will also work with the Information Planning and Production Lead to ensure materials are produced appropriately and in a timely and accurate fashion. See the HEOC Message Development Flow in Appendix B for additional details regarding information development.

Information Validation

Information validation is the responsibility of subject matter experts (SMEs) in the HEOC Operations Section, the Lead PIO, and the JIC Manager. Materials must be approved by the Operations Chief and/or HEOC Manager before finalized for dissemination. The above Concept of Operations, Response Section details protocols for the approval of public information, as well as inter-agency communications, departmental communications, and clinical/public health guidance. See the HEOC Message Development Flow in Appendix B for additional details regarding information validation.

Information Dissemination

The dissemination of public information is the responsibility of the Lead PIO, while clinical/public health guidance (i.e., AzHAN) dissemination is the responsibility of the HEOC Logistics Chief. The Information Dissemination Team Lead will work with both of these individuals to ensure messaging reaches its target audience.

Vulnerable and At-Risk Populations

The identification of target audiences, including vulnerable and at-risk populations, is the responsibility of the Lead PIO, the JIC Manager, and subject matter experts in the Operations Section. These personnel will work with the Information Gathering and Analysis Lead to ensure information needs for these groups are assessed. The JIC Manager will then work with the Information Planning and Production Lead to ensure materials are produced in a manner that is appropriate for each target audience. Finally, the Information Dissemination Lead will ensure that the messages are distributed to each vulnerable population in the optimal format.

Timely and Accurate Distribution

The timely and accurate distribution of public information is paramount to any public health response. The establishment of separate duties in the CERC Job Action Sheets, along with the adherence to ICS span of control principles, will help ensure the timeliness of information distribution. The approval routing processes contained in the Concept of Operations will help ensure that information is accurate. Additional details regarding timely and accurate distribution are contained in the HEOC Message Development Flow in Appendix B.

Information Collection, Analysis, and Dissemination

Information collection and dissemination systems include the statewide bed polling system (HAvBED), the Arizona Health Alert Network (AzHAN), as well as epidemiology/surveillance systems utilized by ADHS. Data from these systems will be used by the Lead PIO, JIC Manager, HEOC Manager, and other HEOC staff to maintain situational awareness during the response. Where possible, these systems should be integrated into preparedness exercises and training activities to ensure that staff are well trained and able to use these systems during high-stress emergent situations.

Information dissemination is the responsibility of the JIC Manager, who oversees the Information Dissemination Lead. Where possible the Information Dissemination Lead will maintain records of all messages distributed from the JIC. Email confirmations, fax confirmations, and follow up phone calls should be used to confirm the receipt of key public information documents such as media releases, talking points, and public service announcements. These confirmations should be recorded into the PIO Activity Log.

Communications

Communication Methods

Multiple communication systems and platforms will be used to communicate with the media, the public, and stakeholder groups. A multifaceted approach will help risk communication messages reach their intended targets. The table below lists various communication systems and platforms along with the target audience(s) reached.

Communication System/Platform	Media	Public	Stakeholder
Ariz. Emergency Information Network	X	X	X
Emergency notification systems		X	
Call center		X	
Conference calls	X		X
Emergency Alert System		X	
Email	X		X
Low tech (e.g., flyers, door-to-door)		X	
News conferences, briefings	X		
Social media (Twitter, Facebook, etc.)	X	X	X
State Emergency Call Center		X	
Telephone	X	X	X
Town halls & community meetings	X	X	X
WebEOC			X

In addition to pushing out risk communication messages, it will be crucial for ADHS to maintain and expand public inquiry capabilities. The primary communication systems used for public inquiry are telephone, email, and social media. The following tactics can be used to expand public inquiry:

- Call centers and public inquiry lines (i.e., hotlines) can be established to handle a surge in call volume.
- Response-specific, dedicated email addresses will be created to handle additional questions and comments from the public.

- Social media activities can also be increased during a response to allow for more public inquiry and comment.
- Messaging functions on Facebook and Twitter can be used to provide web chat style communication between PIO staff and members of the public.

Communication Pathways

During a response, the Lead PIO, JIC Manager, and the Information Dissemination Lead have the authority to release information from the VJIC or JIC. This measure is required to ensure that appropriate and up-to-date distribution lists are used. The Lead PIO, Agency Spokespersons, the HEOC Manager, and the Agency Administrator all have authority to talk to the media and to represent the agency to outside organizations.

Media distribution lists (email, phone, fax, physical address, etc.) will be maintained by PIO staff on a quarterly basis. During a response, media contact lists will need to be updated more frequently to ensure timely dissemination of information to the news media. Additionally, Health Alert Network distribution lists will be continuously updated during regular (non-emergency) dissemination of health alerts, advisories, and updates.

Alerting PIO Staff

At the onset of the response, the Lead PIO is responsible for notifying PIO staff of the JIC activation. The Lead PIO will determine the level of activation for staff (alert, standby, report) and will work with the HEOC Logistics Section to notify staff. The Logistics Section will utilize the Arizona Health Alert Network (AzHAN) or redundant notification systems (phone tree, email, etc.) to notify PIO staff.

Communication Services for At-Risk and Hard-to-Reach Populations

Text to speech, text to digital, translation services, interpreting services, and other solutions may be used to communicate with access and functional needs (AFN) and hard-to-reach populations. Spokespersons from AFN, at-risk, and lesser English proficiency groups (LEP) will be utilized to maximize outreach potential to these target audiences. Where possible, electronic messaging will be done in accordance with Section 508 of the Rehabilitation Act – Standards for Electronic and Information Technology.

HHS SAMHSA Helpline

SAMHSA's National Helpline (also known as the Treatment Referral Routing Service) is a confidential, free, 24-hour-a-day, 365-day-a-year, information service, in English and Spanish, for individuals and family members facing mental health and/or substance use disorders. This service provides referrals to local treatment facilities, support groups, and community-based organizations. Callers can also order free publications and other information. SAMHSA Helpline: 1-800-662-HELP (4357)

The CMIST Functional Needs Framework

The CMIST Functional Needs Framework will inform the development and dissemination of public information. The framework includes five essential functions: communication, medical needs, independence, supervision, transportation.

Communication: Some people have difficulties receiving and responding to information. People with communication needs may have reduced or no ability to see, hear, or speak; or have limitations understanding or learning. This category also includes people who cannot speak, read, or understand English.

Medical needs: This category includes people who need assistance with activities of daily living such as grooming, bathing, eating, dressing, or toileting; as well as people who are managing chronic, contagious, or terminal illnesses; and people requiring medications, IV therapy, feeding tubes, dialysis, oxygen, suction, catheters, and ostomies.

Independence: Some people use medication or assistive devices to function independently on a daily basis, such as mobility aids (wheelchairs, walkers, canes), communication aids (hearing aids, computers), medical equipment (syringes, oxygen), or service animals.

Supervision: People may require supervision when they experience Alzheimer's or other forms of dementia; psychiatric conditions such as Schizophrenia, severe depression, or chronic and severe mental illness; intellectual or developmental disabilities; or brain injury. Individuals in this category sometimes require a more supervised and protected setting in an emergency.

Transportation: People who do not drive because of a disability, legal restriction, temporary injury, age, poverty, or lack of access to a vehicle are included in this category.

Additional Considerations

Internal Crisis

An internal crisis, such as a public relations issue, will not warrant the full activation of a JIC. In this situation, departmental leadership and communications staff will utilize the Job Action Sheets for the various JIC staff positions as necessary. For example, the Information Gathering and Analysis function may be needed to monitor media and assess how the crisis is being portrayed. The Information Planning and Production function may be needed to plan and execute the communication strategy as defined by the PIO or Director. The Information Dissemination function may be needed to distribute information to internal and external distribution lists and to post information on the web and social media sites. Agency Spokespersons would likely be needed to ensure that media and jurisdictional partners are kept up to date.

Mass Patient Care

During a response involving mass patient care, the JIC must coordinate with healthcare and emergency management partners to ensure public information adheres to privacy rules contained in the Health Insurance Portability and Accountability Act (HIPAA). In a situation serious enough to involve mass patient care, ADHS will likely not be the lead agency operating the JIC. Nevertheless, ADHS staff will be involved with the planning, production, and distribution of public information to response partners, and as such, the protection of patient information will be a key concern during the development and dissemination of information.

Isolation and Quarantine

JIC staff must work with HEOC staff and local health departments to develop messaging for the general public that explains isolation and/or quarantine orders in common terms. The public may be more familiar with isolation concepts (stay home when sick), but the term quarantine may cause concern. The JIC will coordinate the development of these messages in consultation with SMEs at the state and local level.

Medical Countermeasure Distribution – Point of Dispensing (POD) Operations

In the event of a bioterrorism attack, disease outbreak, or other situation requiring the activation of POD sites, public information will play a major role in the overall response. ADHS public information staff will coordinate with local health department and emergency management partners to develop and disseminate up-to-date information on POD locations and protective actions. See Appendix G – Medical Countermeasures and Public Information for additional information.

Call Center Activation and Management

During a public health emergency, emails, telephone calls, and other inquiries from the general public may overwhelm state and local public health departments. To meet this increased demand for information, a call center may be activated at the private sector, local, or state level. ADHS staff will work with local health departments, emergency management, and healthcare system partners to develop the following materials to manage and coordinate the information disseminated from call centers:

- General script for call center operators
- Resource list (contact information, addresses, etc.) for additional information
- List of community resources including treatment sites, vaccination sites, etc.
- Ongoing list of frequently asked questions (FAQ), talking points, and message maps as appropriate
- Messaging that helps divert non-critical calls away from community 911 systems
- Messaging that diverts non-critically ill patients away from the healthcare system

- Updated public information regarding state and local health department response activities and protective actions for the public

Call centers from across the state are listed in Appendix F – AZ Call Center Resource.

In addition to state and local resources, federal resources are available to support public inquiry. CDC-INFO is the Centers for Disease Control and Prevention (CDC) National Contact Center. During a public health emergency, ADHS leadership can request assistance from CDC-INFO to address a surge in public inquiry. Operators are available in both English and Spanish and are well versed in addressing public health issues.

Internet and Social Media Outlets

The ADHS website and social media outlets will play a key role in the dissemination of public information. Effective Internet and social media campaigns will reduce the volume of telephone calls and inquiries from the public. The Lead PIO and Information Planning and Production Team Lead will consult with the HEOC Manager and Operations Section Chief regarding the development materials for the ADHS website, blogs, and other social media. It is important that all content is coordinated between these various electronic media and other types of information disseminated during the response.

Messaging for each response should be produced according to a specific communications strategy and plan. The specific mix of traditional messaging (media releases, talking points, public service announcements) and online messages will depend on the demand for information as well as key target audiences.

The following steps can be used to assist the Lead PIO and Information Planning and Production Team Lead with the integration of traditional messaging with Internet and social media-based messaging. Although the situation will dictate the priority of social vs. traditional media, this example begins with the creation of a traditional media release, which is then distributed across a wide range of Internet and social media outlets:

- Develop media release and obtain approval for distribution
- Distribute media release to media contact lists
- Post media release on ADHS public website
- Distribute Tweet regarding new media release (via Twitter)
- Post link to new media release on Facebook
- Post videos of related interviews or footage on YouTube
- Develop and post Director’s Blog related to new media release

Media Briefings and News Releases

A media briefing template is included in Appendix M. The template is intended to support PIO staff during the facilitation of media briefings (i.e., press conferences) during both non-emergency situations and disaster response.

The official ADHS news release template is included in Appendix N. This document is used during non-emergency and disaster response situations to develop event-specific messaging for the media. News releases are routinely distributed to the media and posted to the ADHS webpage.

During non-emergency operations, press conferences are held and organized by ADHS Communications and PIO staff. During an emergency response with an influx of out-of-state and national media, it may be necessary to conduct screening and credentialing for reporters. The conference room at the Arizona State Public Health Laboratory (ASPHL) is ideal venue for conducting press conferences on ADHS premises. The security guard on duty can grant reporters and officials access to the conference room without giving them access to secure areas of the laboratory.

Media contact lists are routinely maintained and updated by the ADHS Communications Director's staff. These lists are stored using the Constant Contact system as well as backup Excel spreadsheets.

Limited Language Proficiency Populations

ADHS conducts regular outreach to Limited English Proficiency (LEP) populations. During a public health emergency, the ADHS Refugee Health Coordinator from the Office of Disease Integration and Services can assist with the dissemination of public health information to at-risk LEP populations.

ADHS has identified multiple translation/interpreting services as well as community outreach organizations to be able in assisting with the development of public health emergency messaging (see Appendix C for a list of LEP services and outreach organizations).

The HEOC Finance Section may also contact Language Line Solutions Inc. to translate incident-specific messaging for non-English speakers.

Sensitive Information

During HEOC and JIC operations, staff will have access to a variety of information, some of which may carry a designation of "for official use only" (FOUO) or may fall under the protection of HIPPA. It is essential that sensitive information policies are followed during the development and dissemination of public information. *Refer to the HEOC SOP for more information regarding FOUO documentation.*

Communication During a Technology or Power Disruption

Communication during a technology or power outage will pose extra challenges for public information staff. Depending on the type of disruption, use of low-technology communication methods may be necessary. These include but are not limited to the following:

- Flyers
- Mega phones
- School message boards

- Ham radios
- Radio public service announcements to reach individuals with battery powered or hand-crank radios
- Wireless Internet connections (e.g., air cards, tablets, cell phones) may still function when land line and cable Internet is out.
- Megaphones (to address crowds)
- 800 MHz radio
- Door-to-door communication with partner agencies; such as the Arizona Department of Public Safety (DPS).

In addition to the methods listed above, there are several steps that JIC staff can take to prepare for power outage.

- Keep a corded phone available at home and at workplaces (if not using VOIP). Cordless phones will not work during an outage, but corded phones may still work if phone lines are still intact.
- Keep a car phone charger as a backup for charging cell phones and keep back up batteries.
- Have a NOAA radio available. These radios typically allow for battery power and have a hand-crank. These should be kept with JIC staff and in the HEOC.
- Data based services such as text are less likely to be congested than voice networks.
- Be prepared to communicate via text, Twitter, Facebook, and other social media outlets during a disaster.
- Make sure to rotate out spare batteries on a regular basis.

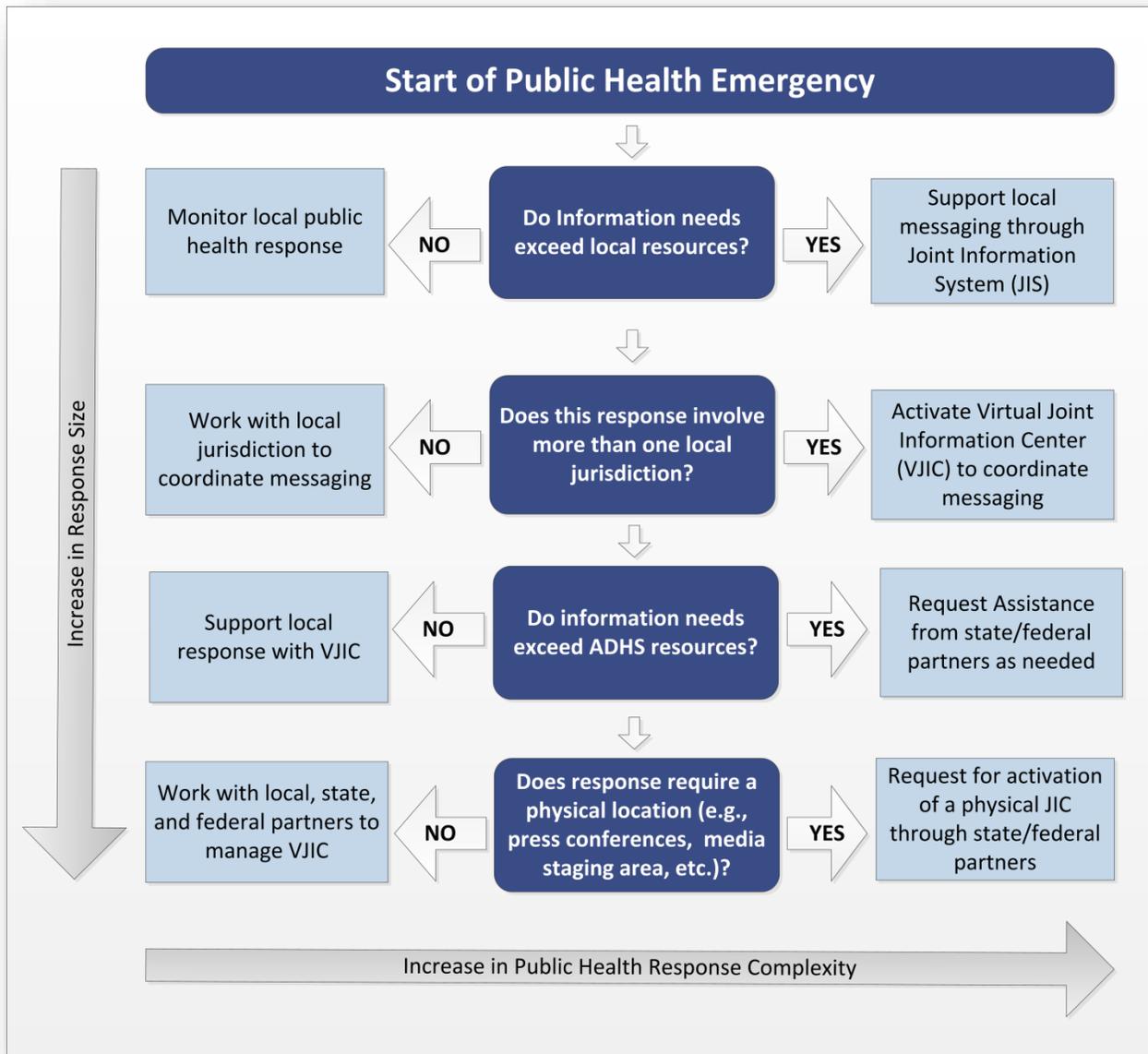
Plan Development and Maintenance

The CERC Plan will be reviewed on an annual basis. The ADHS Public Information Officer is the lead entity, with assistance from the Partner Integration Section of the Bureau of Public Health Emergency Preparedness (PHEP). Both offices are responsible for integrating lessons learned, best practices and process improvements from any exercise After Action Reports and/or real events that were written during the year.

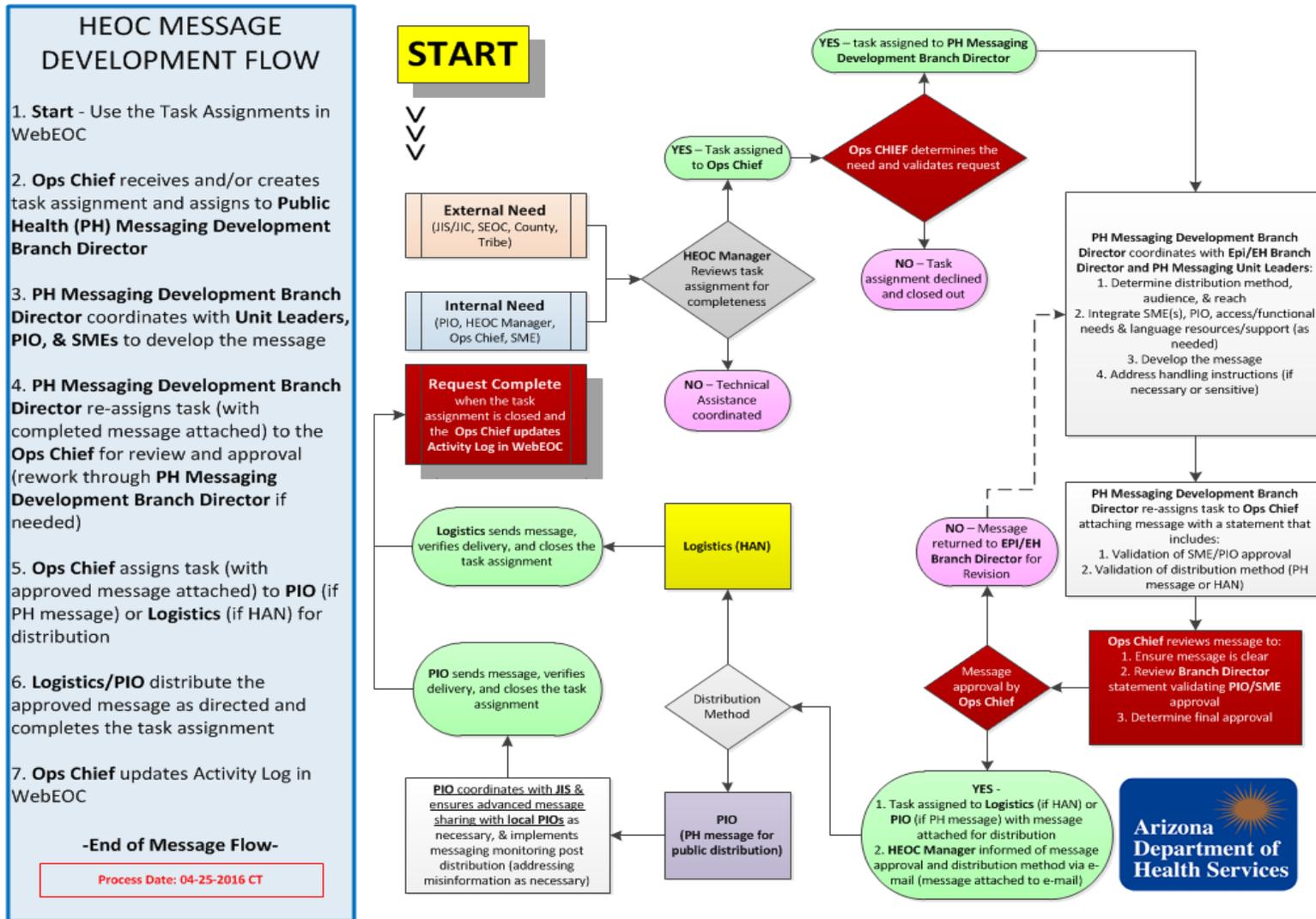
Revisions will be produced and reviewed by ADHS executive staff. This Plan will be housed in the ADHS PHEP offices and posted to HSP, WebEOC, and to the public facing ADHS webpage to allow for electronic access. The Plan will be shared with local health and emergency management partners to promote alignment between local and state-level emergency response planning. Furthermore, this plan will be open to public review on the ADHS public website with the ability for comment through a web-based survey.

Appendix A – Decision Support Matrix for JIC Activation

This decision support matrix is intended to guide ADHS decision and policy makers when evaluating the need for establishing a Virtual Joint Information Center (VJIC) or a physical Joint Information Center (JIC) to support public health emergency response operations.



Appendix B – HEOC Message Development Flow



Appendix C – Contact Information

ADHS Public Information staff maintains a wide variety of contact lists for routine and emergency communications. These lists are maintained on both the ADHS network and the Health Services Portal (HSP), which is a secure redundant document storage system. These lists are used to disseminate public information only.

Departmental (Internal) Contact Lists

Location:	ADHS network drives
Backup Location:	Health Services Portal (HSP)
Maintained by:	ADHS Information Technology Services (ITS)

Primary departmental contact lists are routinely maintained by the ITS. Many Bureaus and Offices within ADHS maintain staff call-down lists, emergency contact cards, and home contact information to ensure effective communication with staff during a disaster or emergency.

Interagency Contact Lists

Location:	ADHS network drives
Backup Location:	Health Services Portal (HSP)
Maintained by:	Communication Director

Interagency contact lists are stored on the Department's network, as well as the Health Services Portal (HSP), which is a secure redundant back up system, and maintained by the Communications Director's staff. Specific lists are maintained for county and tribal health officers, county and tribal PIOs, state agencies, other state health department PIOs, and federal partners.

Public Information Contact Lists

Location:	ADHS network drives
Backup Location:	Health Services Portal (HSP)
Maintained by:	Communication Director

Public information contact lists are managed and updated by the Communications Director's staff. These lists are stored on the Department's network drives, as well as the Health Services Portal, which is a secure redundant backup system. Specific lists are maintained for statewide media, rural media, newspapers, and closed circuit television, and social media. User lists are also maintained for social media outlets such as Twitter and Facebook.

AzHAN (Clinical/Public Health) Distribution Lists

Location:	ADHS network drives
Backup Location:	Health Services Portal (HSP)
Maintained by:	Logistics Staff, BEDC Staff

As a part of regular operations, the ADHS PHEP Logistics Section works with staff from the Bureau of Epidemiology and Disease Control to administer the Arizona Health Alert Network (AzHAN). This system includes regular distribution to numerous clinical and public health stakeholder groups including statewide epidemiologists, healthcare facility preventionists (infection control practitioners), emergency department directors, directors of nursing, county public health, tribal public health, etc. Additionally, the ADHS Division of Licensing Services maintains contact lists for all licensed facilities in the state, which includes long term care, community health centers, outpatient treatment centers, ambulatory surgery centers, childcare facilities, as well as a variety of other facility types. Collectively these lists include thousands of public health and healthcare system stakeholders across the state.

Call Center Resource Lists

Location:	ADHS network drives
Backup Location:	Health Services Portal (HSP)
Maintained by:	BPHEP Staff

These lists are updated by staff from the Bureau of Public Health Emergency Preparedness. This list contains the agency names, administrative phone numbers, hotline phone numbers, number of phones, and physical addresses for each call center identified.

Limited English Proficiency (LEP) Resources

Location:	ADHS network drives
Backup Location:	Health Services Portal (HSP)
Maintained by:	ADHS Information Technology Services (ITS)

Staff from the ADHS Office of Disease Integration Services maintain LEP resource contact lists as a part of the Department's *Refugee Health Coordination* efforts. These lists identify a number of translation services and community outreach resources that can be utilized during a disaster response. These translation service providers can be used to assist with the development of messaging for various at-risk Limited English Proficiency (LEP) populations. Additionally, ADHS maintains a separate list of Mutual Assistance Associations (MAA), which are ethnic based community organizations.

Appendix D – PIO Overview & Training Requirements

ADHS CERC plan provides a framework for communicating with the public, media, ADHS staff, government agencies, and all other stakeholders during a crisis or emergency. It is intended to help public information staff and departmental leadership make informed and timely decisions. This plan applies to all public health emergencies impacting Arizona and all internal crises affecting ADHS.

Overview of PHEP capability #4—Emergency Public Information and Warning

Emergency public information and warning is the ability to develop, coordinate, and disseminate information, alerts, warnings, and notifications to the public and incident management responders. This capability consists of the ability to perform the following functions:



PHEPCapability4.pdf

- **Function 1:** Activate the emergency public information system
- **Function 2:** Determine the need for a joint public information system
- **Function 3:** Establish and participate in information system operations
- **Function 4:** Establish avenues for public interaction and information exchange
- **Function 5:** Issue public information, alerts, warnings, and notifications

The following table lists training requirements and resources for public information staff:

Suggested Trainings (F=Capability Function & S=Capability Skills)	
F1/S1	<p>FEMA Online Courses—http://training.fema.gov/is/crslist.aspx?all=true</p> <ul style="list-style-type: none"> • Incident Command System for Single Resources and Initial Action Incidents (IS-200.b) • Emergency Support Function 15 External Affairs: A New Approach to Emergency Communication and Information Distribution (IS-250) • National Incident Management System, An Introduction (IS-700.a) • National Incident Management System Public Information Systems (IS-702.a)

Suggested Trainings (F=Capability Function & S=Capability Skills)	
	<ul style="list-style-type: none"> National Response Framework, An Introduction (IS-800.b) <p>DEMA Course (In person training)—http://www.erma.az.gov/</p> <ul style="list-style-type: none"> MAG 300—Intermediate Incident Command System MAG 400—Advanced Incident Command System
F1/S2	<p>CDC Crisis and Emergency Risk Communication—CERC (<i>within 6 months of hire/re-assignment and then once every five years</i>)</p> <ul style="list-style-type: none"> CDC Crisis and Emergency Risk Communication Basic: http://emergency.cdc.gov/cerc/cerconline/index.html CDC Crisis and Emergency Risk Communication Basic for Pandemic Influenza: http://emergency.cdc.gov/cerc/cerconline/pandemic/index.html <p>Note: The CDC Website on Crisis and Emergency Risk Communication provides additional helpful information: http://www.bt.cdc.gov/CERC/</p>
F1/S3	<p>Public Information Officer responsibilities/competencies include the following:</p> <ul style="list-style-type: none"> Representing and advising the Incident Commander on all public information matters relating to the management of the incident, and monitoring and handling media and public inquiries Managing day-to-day operations of the Joint Information Center Coordinating with Public Information Officers from all participating government departments and organizations to manage resources and avoid duplication of efforts See Appendix E—Job Action Sheets for more information
F2/S1	<p>Awareness Level Training for public health agency staff or volunteers supporting media operations during an incident:</p> <ul style="list-style-type: none"> National Incident Management System Public Information Systems (IS-702.a)

Suggested Trainings (F=Capability Function & S=Capability Skills)	
F3/S1	<p>Public information Staff Trainings:</p> <p>FEMA Online Courses—http://training.fema.gov/is/crslist.aspx?all=true</p> <ul style="list-style-type: none"> • National Incident Management System (IS-701.a) • IS-29: Public Information Officer Awareness** <p>DEMA Course (In person training)—http://www.erma.az.gov/</p> <ul style="list-style-type: none"> • MAG 291—Joint Information System/Joint Information Center Planning for Tribal, State and Local Public Information Officers* <p>*Pre-requisites for MAG 291 are: MAG 289** & MAG 290</p> <ul style="list-style-type: none"> ○ MAG289 PIO Awareness Course = Public Information Awareness <p>**Pre-requisites for MAG 289—Effective April 1, 2012 DEMA will start accepting IS-29: Public Information Officer Awareness and a minimum of 6-months current PIO experience as an alternative. You must submit proof of completion to the training office for IS 29 course as well as proof of experience.</p> <ul style="list-style-type: none"> ○ G290/MAG290 Basic PIO = Basic Public Information Officers
F4/S1	<p>Awareness Level Training on Health Alert System</p> <ul style="list-style-type: none"> • To get an overview on Arizona Health Alert Network (AzHAN), please contact HSP (Health Services Portal) helpdesk at 602-364-3318 or helpdesk@siren.az.gov
F4/S2	<p>Train health communication staff in health communication and cultural sensitivity:</p> <ul style="list-style-type: none"> • To take the CLAS (Culturally and Linguistically Appropriate Services) that ADHS offers, please contact Nancy Dorobiala at 602-542-1219 or nancy.dorobiala@azdhs.gov

Note: FEMA no longer use students Social Security Number to track what courses they have taken. Therefore, all students taken FEMA Online Courses (EMA Independent Study Program) now are required to have a FEMA Student Identification (SID) number. [Register for a SID](#) is easy and fast.

TIPS to consider before starting this curriculum:

Before taking any classes, review your FEMA and ERMA transcripts to determine which courses you might have already taken if you do not have a record.

Note: Also, when you get a copy of both transcripts, please provide PHEP Training Coordinator with a copy— partner.integration@azdhs.gov.

a. To request your FEMA Transcripts you have two options:

1. Call them—Independent Study Program Office hours are **8:00a.m.-6:00p.m.** ET Monday – Friday, except federal holidays. The call center can be reached at 301-447-1200 or Independent.Study@fema.dhs.gov.
2. Complete the attached FEMA transcript request application and fax it to them

b. To request your ERMA Transcripts:

1. Login to ERMA to print your transcript— <http://www.erma.az.gov/>.
- If you do not remember your ERMA EIN #, or your password you can look it up or request a password reset.
 - Once in the system, you can print your transcript (Transcript link is on the left navigation bar).

ERMA Technical Support (ERMA helpdesk): 602-464-6225

Appendix E – Job Action Sheets

This appendix contains Job Action Sheets for the Arizona Department of Health Services Joint Information System and/or Joint Information Center. These Job Action Sheets contain a list of overall responsibilities for each position, a checklist of tasks that must be accomplished during the activation period, and a checklist of ongoing functions and tasks that must be performed throughout the response.

- [Lead Public Information Officer](#)
- [Joint Information Center/System Manager](#)
- [Information Gathering and Analysis Team Lead](#)
- [Information Planning and Production Team Lead](#)
- [Information Dissemination Team Lead](#)
- [Agency Spokesperson](#)

Lead Public Information Officer Job Action Sheet

I. Responsibilities:

- This position reports to the HEOC Manager
- If the HEOC is not activated, this person reports to the ADHS Director
- This position supervises the following positions
 - JIC Manager
- Direct and implement communication strategy
- Develop and distribute timely information
- Establish a Joint Information System if necessary
- Activate the Joint Information Center if necessary
- Maintain media contact lists for media releases and other communication
- Establish and maintain a strong presence on social media including Twitter, Facebook, the Director's Blog, and other sites as necessary
- Maintain a record of activities using the PIO Activity Log throughout the response

II. Activation:

- Report to ADHS-HEOC or Director for briefing
- Review situation reports and/or relevant response data as necessary
- Contact jurisdictional partners
 - State Agencies
 - County public health departments
 - Tribal partners
 - Healthcare system partners
 - Medical Associations
 - etc.
- Develop initial materials for media

- Develop a holding statement for media
- Locate and update appropriate message maps
- Determine staff required for VJIC and/or JIC operations
- Direct the recall and request process for PIO staff from jurisdictional partners
 - If JIC is to be activated, direct request through HEOC Manager
 - Otherwise, initiate requests to partner agencies as needed
- Arrange conference call with appropriate agencies
 - Response agencies: county, state, tribal, federal
 - Non-governmental: Red Cross, Salvation Army, healthcare systems, medical associations, etc.
- Prepare initial media advisory
 - Conduct risk communication assessment for at-risk populations
 - Draft Advisory
 - Advisory should provide only basic information on response
 - Advisory should announce the activation of the VJIC or JIC
 - Advisory should list participating partners in the VJIC or JIC
 - Obtain approval from Operations Chief AND/OR
 - Obtain approval EOC Manager (Incident Commander)
 - Translate materials as appropriate
 - Distribute media advisory to media contact list
- Prepare initial media (news) release
 - Use boilerplates and message maps to prepare media release
 - Include phone number for citizens to call and website information
 - Distribute initial media release
- Give ADHS spokesperson(s) authority to make statements to the media
- Prepare initial briefing for EOC
- Task supporting JIC staff as appropriate

III. Ongoing Functions when VJIC or JIC is activated:

- Coordinate public information needs between HEOC, SEOC, and VJIC or JIC
- Attend meetings to obtain information for media statements
- Obtain approval for all media statements from Operations Chief and/or
- Obtain approval for all media statements from HEOC Manager Update county, state, tribal, and federal partners
 - Urgent matters – phone
 - Media releases (before disseminating to public/media) – email
 - News briefings – email
 - Interviews - email
- Evaluate and document public information strategy in PIO Activity Log

IV. Forms for this position:

- [Appendix H – Planning Tool for Community Interaction](#)
- [Appendix I – Risk Communication Strategies and Tactics Tool](#)
- [Appendix J – PIO Activity Log](#)
- [Appendix K – Media Monitoring Worksheet](#)
- [Appendix L – Inquiry Log](#)
- [Appendix M – Media Briefing Template](#)
- [Appendix N – News Release Template](#)

Joint Information Center/System Manager Job Action Sheet

I. Responsibilities:

- This position reports to the Lead PIO
- This position supervises the following staff and/or functions
 - Information Gathering and Analysis Team
 - Information Planning and Production
 - Information Dissemination
 - Agency Spokesperson
- Manage the overall operation of the VJIC or JIC
- Assist in assessing the level of the public information response to the emergency including staffing assessments and scope of operations
- Ensure at-risk and vulnerable populations are identified
- Develop communication strategy with Lead PIO
 - Identify response to rumors
 - Develop key messages
 - Establish short and long term goals
- Continuously monitor JIC operations to ensure effectiveness
- Ensure appropriate use of JIC staff by monitoring staff workload to maintain a balance of duties, and that tasks are completed on time.
- Request additional assistance throughout the HEOC Manager as appropriate
- Perform all public information functions not covered by the Lead PIO or delegate them to other staff
- Maintain a record of activities using the PIO Activity Log

II. Activation:

- Ensure that the VJIC or JIC is properly set up and ready for operations
- Ensure that at VJIC or JIC check-in procedure is established immediately
- Ensure that a VJIC or JIC organization and staffing chart is complete and posted

- Work with HEOC to establish security procedures for the JIC

III. Ongoing Functions when VJIC or JIC is activated:

- Supervise overall operations of the VJIC or JIC
- Provide direction and support to VJIC or JIC staff to ensure efficient operations
- Establish internal communication procedures
- Monitor and resolve any safety, facility, and equipment issues that occur
- Brief relief staff at shift change to ensure continuity of response
- Ensure that all information has been approved and verified before dissemination

IV. Forms for this position:

- [Appendix H – Planning Tool for Community Interaction](#)
- [Appendix I – Risk Communication Strategies and Tactics Tool](#)
- [Appendix J – PIO Activity Log](#)
- [Appendix K – Media Monitoring Worksheet](#)
- [Appendix L – Inquiry Log](#)
- [Appendix M – Media Briefing Template](#)
- [Appendix N – News Release Template](#)

Information Gathering and Analysis Job Action Sheet

I. Responsibilities:

- This position reports to the JIC Manager
- This position supervises the following staff and/or functions
 - Media monitoring
 - News desk
 - Public inquiry
- Perform all information gathering and analysis functions not delegated
- Determine which media are most important to monitor and ensure that primary media are monitored and stories are analyzed throughout the event
- Monitor public perception, misconceptions, and misinformation on social media, blogs, online forums, talk radio, television, and other outlets as available.
- Maintain contact with public inquiry staff to identify trends in public concern
- Monitor media calls and route to appropriate PIO or spokesperson
- Maintain a record of all media inquiries using the Media Inquiry Log
- Monitor staff time spent on information gathering and analysis activities
- Request additional staff as needed through JIC Manager or Lead PIO
- Maintain record of activities in PIO Activity Log

II. Activation:

- Activate media monitoring functions
- Activate media news desk for media inquiries
- Initiate contact with public inquiry staff or request activation of public inquiry function through the JIC Manager or Lead PIO
- Determine staffing needs and request staff through the JIC Manager or Lead PIO

III. Ongoing Functions when VJIC or JIC is activated:

- Monitor Incident Action Plans, Situation Reports and other documents from HEOC

- Identify a list of traditional media outlets (TV/radio stations, social media, blogs, online forums, etc.) for regular (daily or more frequently) media monitoring
- Ascertain if key messages and protective actions are being conveyed in the media and by public officials
- Identify concerns, interests and information needs of the public
- Provide Media Monitoring Reports as needed during emergency
- Test all messages for cultural, linguistic, and vulnerable population requirements
- Identify any misconceptions, misinformation, and rumors circulating amid members of the public, department staff, and the media
- Work with the JIC Manager and Operations Chief to determine strategy for correcting misinformation and/or misconceptions by the next news cycle
- Attend briefings to obtain accurate and timely response information
- Brief relief staff at shift change to ensure continuity of response

IV. Forms for this position:

- [Appendix H – Planning Tool for Community Interaction](#)
- [Appendix I – Risk Communication Strategies and Tactics Tool](#)
- [Appendix J – PIO Activity Log](#)
- [Appendix K – Media Monitoring Worksheet](#)
- [Appendix L – Inquiry Log](#)

Information Planning and Production Job Action Sheet

I. Responsibilities:

- This position reports to the JIC Manager
- This position supervises the following staff and/or functions
 - Strategy and rapid response
 - Research and Writing
 - Briefing and special events
 - Video and photo
- Implement the communications strategy
- Perform all planning and production functions not delegated to other staff
- Develop and update media release, fact sheets, talking points, frequently asked questions and other informational materials related to the response
- Work with information dissemination to create a schedule or plan to outline the timing of various documents
- Draft radio and television public service announcements to provide public health messages and protective actions.
- Prioritize incoming information for clearance and dissemination
- Conduct conference calls with outside agency PIOs to discuss concerns and align strategy
- Maintain a record of all documents, ads, media releases, etc.
- Monitor staff time spent on planning and production activities
- Request additional staff as needed through JIC Manager or Lead PIO
- Maintain record of activities in PIO Activity Log
- Draft toll-free hotline information

II. Activation:

- Make contact with Lead PIO for briefing
- Using the media release template, or pre-drafted materials, quickly draft a basic media statement, based on verified information that acknowledges the event, provides

information on what happened, when it happened, how it happened, and how many people have been affected. This information should be released within one hour of the onset of the emergency. If possible, include the time of the first briefing or news conference.

- Include information on the magnitude, urgency, duration, and the approach to the management of emergency, including response partners.
- Determine key messages and information based only on what has been verified
- Use message maps to develop no more than three key messages with supporting facts/information for spokespersons
- Work with the Information Gathering and Analysis team lead to identify any misconceptions, misinformation, and rumors circulating amid members of the public, department staff, and the media
- Work with the JIC Manager and Operations Chief to determine strategy for correcting misinformation and/or misconceptions
- Attend briefings as required to gather response information

III. Ongoing Functions when VJIC or JIC is activated:

- Update materials as new information becomes available
- Work with Information Gathering and Analysis staff/functions to validate conflicting information
- Work with Information Dissemination staff to direct messages to target audiences
- Coordinate with public inquiry staff/function to address frequently asked questions (FAQ) with a media statement or FAQ document
- Create Monitor Incident Action Plans, Situation Reports and other documents from EOC
- Brief relief staff at shift change to ensure continuity of response

IV. Forms for this position:

- ADHS Message Maps (see plan library)
- [Appendix H – Planning Tool for Community Interaction](#)
- [Appendix I – Risk Communication Strategies and Tactics Tool](#)
- [Appendix J – PIO Activity Log](#)
- [Appendix K – Media Monitoring Worksheet](#)

- [Appendix L – Inquiry Log](#)
- [Appendix M – Media Briefing Template](#)
- [Appendix N – News Release Template](#)

Information Dissemination Team Lead Job Action Sheet

I. Responsibilities:

- This position reports to the JIC Manager
- This position supervises the following staff and/or functions
 - Internal and external distribution
 - At-risk and vulnerable populations outreach
 - Website and social media distribution
- Perform all dissemination functions not delegated to other staff
- Coordinate dissemination of information within the VJIC or JIC
- Coordinate dissemination of public information to all internal and external audiences
- Prepare information in appropriate formats for various media and at-risk/vulnerable populations
 - Assures that information is available through a variety of channels: TTY, large print, web, public meetings, appropriate languages, etc.
- Identify backup methods for message distribution in the event of a communication technology disruption
- Request additional staff as needed through JIC Manager or Lead PIO
- Maintain record of activities in PIO Activity Log

II. Activation:

- Make contact with Lead PIO for briefing
- Set up email, fax, web, and social media distribution for media releases and public service announcements
- Develop and lists and strategies to reach affected populations, community leaders, private sector, media, public nongovernmental agencies, etc.
- Identify any communication technology outages or challenges associated with the response
 - Work with HEOC Manager and Logistics Section Chief to identify alternate modes of communication

- Develop redundant dissemination strategies as necessary including: blogs, text messages, Emergency Alert System (EAS), closed circuit cable, loud speakers, door-to-door, flyers, community meetings, etc.

III. Ongoing Functions when VJIC or JIC is activated:

- Disseminate approved information to all internal and external audiences
- Update distribution lists (email, fax, phone, physical addresses, etc.) throughout the response
- Confirm receipt of disseminated messages where possible through email confirmations, fax confirmations, and phone calls verification where possible
- Provide briefings to JIC Manager regarding information dissemination
- Attend briefings as required to gather response information
- Brief relief staff at shift change to ensure continuity of response

IV. Forms for this position:

- Message Maps (see plan library)
- Media contact lists
- Email, fax, and phone distribution lists
- Protocols for web and social media publication
- Language translation resources
- Contact information for vulnerable populations and functional and access needs resources
- [Appendix H – Planning Tool for Community Interaction](#)
- [Appendix I – Risk Communication Strategies and Tactics Tool](#)
- [Appendix J – PIO Activity Log](#)
- [Appendix K – Media Monitoring Worksheet](#)
- [Appendix L – Inquiry Log](#)
- [Appendix M – Media Briefing Template](#)
- [Appendix N – News Release Template](#)

Agency Spokesperson Job Action Sheet

I. Responsibilities:

- This position reports to the JIC Manager
- Follow response specific talking points and message maps when speaking to the media, public, or outside agencies
- Represent the JIC during media interviews and press conferences
- Keep public officials and agencies informed during response
- Maintain a record of activities in PIO Activity Log

II. Activation:

- Obtain briefing from JIC Manager or Lead PIO
- Participate in response conference calls with other response agencies
- Work with Information Dissemination staff/function to identify and include key public officials in messaging

III. Ongoing Functions when VJIC or JIC is activated:

- Use approved and verified talking points when speaking to the media, outside agencies, the general public, or other stakeholders
- Participate in news conferences, media briefings, interviews, and public meetings as necessary.
- After news conference, briefing, interview or public meeting, conduct a debriefing to determine strengths and areas for improvement
- Assist with the de-confliction of information
- Brief relief staff at shift change to ensure continuity of response

IV. Forms for this position:

- Message Maps
- Contact information for vulnerable populations and functional and access needs resources
- [Appendix H – Planning Tool for Community Interaction](#)
- [Appendix I – Risk Communication Strategies and Tactics Tool](#)

- [Appendix M – Media Briefing Template](#)

Appendix F – AZ Call Center Resource List

[Redacted Information – Please contact Partner.Integration@azdhs.gov for more information]

Appendix G – Medical Countermeasures and Public Information

Medical countermeasure distribution will require extra efforts on the part of public information staff. Internal staff, the general public, the media, and government officials will have a variety of concerns and questions during this type of response. In addition to the planning assumptions listed on pp. 2 – 3 of this plan, additional assumptions will guide the public information component of a medical countermeasure response.

- 1) A VJIC or JIC will be automatically activated when it is known that medical countermeasures are going to be dispensed or are in route to the state- this is an automatic trigger for JIC activation;
- 2) Messaging will likely need to focus on priority groups and clearly delineate who needs medical countermeasures and who does not;
- 3) Members of the public who do not need medical countermeasures (i.e., unexposed people) will likely seek out medical countermeasures;
- 4) Messaging should reassure these individuals (i.e., unexposed people) that they do not need the medication and discourage these individuals from obtaining these unnecessary countermeasures;

Numerous stakeholders including public health, emergency management, law enforcement, and the media will need to coordinate messaging during a medical countermeasure response. ADHS public information staff will take on a lead role, along with local health departments, in developing messaging and communicating with key stakeholder groups. The following steps outline actions needed to initiate public information operations in support of a medical countermeasure response. These steps are intended to support the actions documented in Appendix E Job Action Sheets.

- 1) Utilize available message maps to develop incident-specific talking points explaining the public health threat at a sixth grade reading level (see the ADHS Message Map in the plans library)
- 2) Develop initial message for key target audiences (e.g., internal staff, general public, the media, any at-risk/vulnerable populations);
- 3) Review any distribution lists and media contact lists to ensure accuracy- update as needed to include any incident-specific contacts;

- 4) Coordinate the development of public information (e.g., talking points, media releases, website postings, social media content) with subject matter experts in the HEOC Operations Section (see Appendix B HEOC Message Development Flow);
- 5) Conduct media monitoring to detect any misinformation and misconceptions in the media or general public- monitor traditional media outlets (e.g., print, radio, television) as well as electronic and social media (e.g., Twitter, Facebook, blogs, websites, etc.) (see Appendix E Job Action Sheets for more information on media monitoring);
- 6) Establish and coordinate public inquiry (e.g., call centers and web chat) to allow the public to contact the health department with medical countermeasure related questions and concerns;
- 7) Work with HEOC Finance Section to contact Language Line Solutions Inc. to translate incident-specific messaging for non-English speakers.
- 8) Ensure that systems and materials are prepared to handle inquiries from the hearing and visually impaired communities, and that messaging is at a sixth grade reading level for limited language proficiency populations.

Appendix H – Planning Tool for Community Interaction

To define the community and the audience for the health risk communication activities consider:

- Individuals and groups who facilitate action
- Individuals and groups who have been involved previously in this matter
- Individuals and groups who are interested in participating
- Individuals and groups who can be affected or who perceived themselves to be affected
- Individuals and groups who may feel relegated or annoyed if they are not included

Segment of the Audience	Key Contact	Specific Concerns and Issues
Government personnel		
Elected authorities		
Local government personnel		
Citizen groups		
Local residents		
Local health professionals		
Representatives of local businesses		

Segment of the Audience	Key Contact	Specific Concerns and Issues
Civic groups		
Groups of public interest		
Principals of local schools		
Potentially responsible parties		
Other federal institutions		
Other personnel from your institution		
Others		

Appendix I – Risk Communications Strategies and Tactics Tool

Specific strategies and tactics will be used to guide risk communication efforts for each response (see the ADHS Message Maps in the plans library for hazard-specific information). Basic strategies are provided below. Specific tactics will be developed according to the type of response and available resources.

Strategy 1: Introduce ADHS to the community and explain the department’s response roll

Tactic 1	
Tactic 2	
Tactic 3	
Tactic 4	
Tactic 5	

Strategy 2: Involve the community in the risk communication

Tactic 1	
Tactic 2	
Tactic 3	

Tactic 4	
Tactic 5	

Strategy 3: Include response partners, community leaders, and the public in risk communication

Tactic 1	
Tactic 2	
Tactic 3	
Tactic 4	
Tactic 5	

Strategy 4: Communicate early and regularly with response partners, community leaders, and the public

Tactic 1	
Tactic 2	

Tactic 3	
Tactic 4	
Tactic 5	

Strategy 5: Use the media to transmit accurate information

Tactic 1	
Tactic 2	
Tactic 3	
Tactic 4	
Tactic 5	

Strategy 6: Be ready to face a crisis

Tactic 1	
Tactic 2	

Tactic 3	
Tactic 4	
Tactic 5	

Strategy 7: Be in contact with the community after carrying out the main activity

Tactic 1	
Tactic 2	
Tactic 3	
Tactic 4	
Tactic 5	

Appendix J – PIO Activity Log

PIO Daily Activity Log (ICS-214)

Date:

Time:

Outgoing Staff Title:

Outgoing Staff Name:

Incoming Staff Title:

Incoming Staff Name:

- Status of Public Health Event

- Previous Shift Activities, Accomplishments and Challenges, Staffing Issues, etc.

- Tasks to be Continued by Oncoming Shift

- Shift Resources

Staff and Assignments:

Other Resources:

Appendix K – Media Monitoring Worksheet

Printable (Inline) Form

Current Date:		(dd/mm/ yy)	
Media Outlet Name:			
<input type="checkbox"/> Print	<input type="checkbox"/> Radio	<input type="checkbox"/> Social Media	<input type="checkbox"/> TV <input type="checkbox"/> Website <input type="checkbox"/> Other
Current Media Release Date:		(dd/mm /yy)	Daily Broadcast Times (if applicable) (hh:m m)
Current Media Release Name:			
Synopsis of Daily Coverage:			
Issues:			
Inaccuracies:			

View Points:	
Fixes:	
Who replied:	To Who:

Electronic (Fillable) Form

Current Date:	Click here to pick a date				
Media Outlet Name:	Click here to enter text				
<input type="checkbox"/> Print	<input type="checkbox"/> Radio	<input type="checkbox"/> Social Media	<input type="checkbox"/> TV	<input type="checkbox"/> Website	<input type="checkbox"/> Other
Media Release Date:	Click here to pick a date	Daily Broadcast Times (if applicable)	Click here to enter text	(hh:mm)	
Current Media Release Name:	Click here to enter text				

Synopsis of Daily Coverage:	Click here to enter text		
Issues:	Click here to enter text		
Inaccuracies:	Click here to enter text		
View Points:	Click here to enter text		
Fixes:	Click here to enter text		
Who replied:	Click here to enter text	To Who:	Click here to enter text

Appendix L – Inquiry Log

Printable (Inline) Form

Person Calling					
Date of the Call:		(dd/mm/yy)	Time of the Call		(hh:mm)
Person from:	<input type="checkbox"/> Media	<input type="checkbox"/> Public		<input type="checkbox"/> Other	
Organization:					
Phone #			Fax #		
Email					
Inquiry:					
Deadline:					
Person Taking the Call:					
Reply Made By:					
Date of the Call:		(dd/mm/yy)	Time of the Call		(hh:mm)

Reply:

Electronic (Fillable) Form

Person Calling	Click here to enter text			
Date of the Call:	Click here to pick a date	Time of the Call	Click here to enter text	(hh:mm)
Person from:	<input type="checkbox"/> Media	<input type="checkbox"/> Public	<input type="checkbox"/> Other	
Organization:	Click here to enter text			
Phone #	Click here to enter text	Fax #	Click here to enter text	
Email	Click here to enter text			
Inquiry:				
Deadline :	Click here to enter text			
Person Taking the Call:	Click here to enter text			
Reply Made By:	Click here to enter text			
Date of the Call:	Click here to pick a date	Time of the Call	Click here to enter text	(hh:mm)
Reply:	Click here to enter text			

Appendix M – Media Briefing Template

[Redacted Information – Please contact Partner.Integration@azdhs.gov for more information]

Appendix N – News Release Template

[Redacted Information – Please contact Partner.Integration@azdhs.gov for more information]