Developing Crisis Communication Frameworks for Strategic Response

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UCSF Health
Developing Crisis Communication Frameworks for Strategic Response
Welcome.

Presentation Topics

- UCSF Medical Center — Overview
- Notification System Selection & Implementation
- Backup strategies when primary methods fail
- System Management Framework: Steps to Preparedness
- Lessons learned from recent events and exercises

UCSF Medical Center
Mission Bay
UCSF Medical Center

UCSF Medical Center – By the Numbers

- 770,000 outpatient visits
- 38,000 hospital admissions
- Over 10,000 staff
- 200+ Outpatient locations
So here’s the story…

- **The Pineapple Express — 2014**
  - Communication gaps
  - Unknown distribution
  - Not a user-friendly system

- **Ebola Preparations — 2014**
  - Collaborative initiative
  - Multiple response teams
  - Not everyone on pager
Step 1: Gap Analysis

- Current state:
  - Disparate Communication Modalities
    - Overhead Page & the dreadful “Dark Zones”
    - Phones, Pagers, Etc…..
    - Pagers
- Identified gap:
  - No centralized platform or process for communications management
- Requirements to bridge the gap:
  - Emergency Notification System

Regulatory Requirements

- Joint Commission Compliance
  - Emergency Management Chapter
    - Communications — EM.02.02.01
      - EM.02.02.01.01 – How staff will be notified that emergency response procedures have been initiated
      - EM.02.02.01.01 – Communication to staff and licensed independent practitioners during an emergency
      - EM.02.02.01.14 – Hospital establishes backup systems and technologies for emergency communications
Selecting a Notification Platform

- Gartner Magic Quadrant
- Documented requirements
- Peer feedback

Gartner Magic Quadrant
## Communication Devices — Utilization Ratings

<table>
<thead>
<tr>
<th>Desk Phone</th>
<th>Pager</th>
<th>Phone — SMS Text</th>
</tr>
</thead>
</table>

### Pre-Demo Questions for Vendor

<table>
<thead>
<tr>
<th>Question</th>
<th>Priority</th>
<th>Classification: Product or Service, Overall Viability, Cost, Customer Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are you certified or compliant with:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NIST SP 800-53 Revision 3 or later</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>Safe Harbor compliance (how customer data is stored, process for notification of breaches, etc.)</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>SOC 2</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>ISO 27001</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>FIPS 140-2</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>ISO 9001</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>DIACAP</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>EU Data Protection Directive</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>Joint Commission—Emergency Management Chapter (Chapter 02.02.01 and 02.02.17)</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>PHSMA</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>Are your data centers geographically dispersed?</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>Does each data center serve as a fail-over for another?</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>Is your staff geographically distributed (ex. Customer Support is located in multiple areas)?</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>What is your RTO/RPO (Prefer Recovery Time Objective (RTO) is &lt;=2 minutes and Recovery Point Objective (RPO) is &lt;=24 hours)</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>Are the following protocols available?</td>
<td>Medium</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>Integration with RedNet: <a href="http://www.rednet.com/">http://www.rednet.com/</a></td>
<td>Medium</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>Cell broadcasting (point to area, SMS is point to point)</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>Common Alerting Protocol (CAP) - a digital format for exchanging emergency alerts that allows a consistent alert message to be disseminated simultaneously over many different communications systems</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
<tr>
<td>How is data secured (ex. Encrypted at rest via Advanced Encryption Standard (AES) 256 cryptographic module or Transparent Data Encryption (TDE)?)</td>
<td>High</td>
<td>Overall Viability</td>
</tr>
</tbody>
</table>
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<tr>
<th>Priority</th>
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</thead>
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<tr>
<td>Can you provide us with documentation that covers?:</td>
<td>High</td>
</tr>
<tr>
<td>Service Level Agreement (Including Sev 1 workarounds/resolutions achieved in less than one day). Uptime is guaranteed at 99.99%</td>
<td>High</td>
</tr>
<tr>
<td>Customer Service Level Support Documentation</td>
<td>High</td>
</tr>
<tr>
<td>Message Transmission volume guarantee by time</td>
<td>High</td>
</tr>
<tr>
<td>Problem Escalation procedures</td>
<td>High</td>
</tr>
<tr>
<td>Application Upgrade procedures</td>
<td>High</td>
</tr>
<tr>
<td>If SLA is not met, what credits will we receive</td>
<td>High</td>
</tr>
<tr>
<td>Do you have more than 1 person available to provide me with support 24/7 and during emergencies?</td>
<td>High</td>
</tr>
<tr>
<td>There has not been a negative percentage change in staffing from 2012 to 2014?</td>
<td>High</td>
</tr>
<tr>
<td>There has not been a negative percentage change in revenue from 2012 to 2014?</td>
<td>High</td>
</tr>
<tr>
<td>Do you have a service ticketing system to track questions/issues from customers?</td>
<td>High</td>
</tr>
<tr>
<td>Scores for Pre-Demo Questions</td>
<td></td>
</tr>
<tr>
<td>What is the pricing for XX users per year?</td>
<td>High</td>
</tr>
</tbody>
</table>

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### Demo

#### Scoring

- 0 = None
- 1 = Partial
- 2 = Complete

#### User Stories for Demo

- The contact database is updated daily with information from our HR system (includes Work Email/Address/Phone/Cell/Fax/Dept Code/etc).
- As a user, there is a self-service portal where I can update my personal email and personal cell record, but nothing else. If I need an update to my Work Email/Address/Phone/Cell/Fax, I am provided with information on how to update my information with the source of record (ex. HR, etc.).
- As an Admin user, I can view alerts that originated from:
  - Desktops
  - Social Media
  - Physical Systems (ex. Fire/safety, Facility Mgmt, Video Surveillance, VoIP, Unified Communications and Collaboration)
  - CAHAN (California Health Alert Network)
  - IT Service Desk
- As an Admin User, I can send a notification to multiple endpoints:
  - Phones
  - Papers (including Alpha Numeric papers)
  - VoIP phones
  - PCAs
  - Desktops
  - Email Systems
  - Fax Machines
  - Physical Security Systems (ex. Fire panels, sirens, digital displays, sensors)
  - Facility Mgmt Systems
  - Public Announcement Systems (overhead)
  - Social Networks (UCSF Twitter, Acct, etc.)
- As an Admin user, with messaging I can:
  - Display phone and email address in notification
  - Have the ability to use a conference bridge
  - Manually terminate a message event (for some endpoints, it may be too late)
Broadcast Throttling

UCSF Emergency Notification System

415-123

415-124

415-126

415-125

Single Sign-On (SSO)

MyAccess

Favorites | All Apps
---|---

Adobe Reader, Review & Training

At My Service Online

MyID Card

Single Sign-On

Contact

Customize - UC Travel Program

Employee ID - UCSF

Healthcare Manager Portal

Patient Manager Portal

UCSF Medical Center

UCSF Benioff Children’s Hospitals
SSO Downtime Procedures

- Use native login and URL
- Contact vendor operator

<table>
<thead>
<tr>
<th>Country</th>
<th>Emergency Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Direct Emergency</td>
<td>+1 833-230-9797</td>
</tr>
<tr>
<td>U.S. &amp; Canada Toll-Free Emergency</td>
<td>877-220-4911</td>
</tr>
<tr>
<td>United Kingdom Toll-Free Emergency</td>
<td>0800-098-8273</td>
</tr>
<tr>
<td>Germany Toll-Free Emergency</td>
<td>0800-481-5027</td>
</tr>
<tr>
<td>France Toll-Free Emergency</td>
<td>0-805-08-06-43</td>
</tr>
<tr>
<td>Spain Toll-Free Emergency</td>
<td>900-83-88-75</td>
</tr>
</tbody>
</table>

We're only as good as the data we have!
Here's how to contact me.

Move up or down to change the order.

1) Personal Cell SMS
2) Work Email
3) Personal Cell
4) Personal Email 1
5) Personal Email 2
6) Work Desk Phone
7) Home Phone
8) Work Cell SMS
9) Work Cell Phone
10) Work Phone 2
11) Private Practice
12) Teletype Phone (TTY)
13) Work Fax

United States

United States

United States

United States

United States

United States

United States

United States

United States

United States

United States

United States

(415) 476-2987

(415) 476-2987

(201) 555-5555

(201) 555-5555

(201) 555-5555

(201) 555-5555

(201) 555-5555

(201) 555-5555

(201) 555-5555

(201) 555-5555

Not logged in

Download the ContactBridge App from Google Play or the iTunes App Store.
The Identified Solution

- Centralized platform
- Aligned our communication modalities
- Backup procedures
- User-friendly interface
Step 2: Leadership Support

- Planning for communications management:
  - Interdepartmental planning meetings
  - Identified activation process
  - Leadership buy-in
  - Administrative support

Step 3: Process Management

- Mitigation
- Preparedness
- Emergency Management
- Recovery
- Response
Step 3: Process Management
Activation Framework

- Collaborative development
- Emergency management culture
- Communication foundation
- 24/7 resources

Step 4: Messaging Strategy

- In line with our CCSF DEM partners
- Concise messaging scripts
- Basic language/NO acronyms
- Covering all phases
Step 5: Testing & Utilization

Operation Move — Feb. 2015

Photos: Noah Berger

UCSF Medical Center
UCSF Benioff Children's Hospitals
Step 5: Testing & Utilization

- Ebola Virus Disease — Suspect Patient — July 2015
  - Activation of our Ebola Care Unit

- "The Great Flood" — March 2016
- Non-Emergency Notification — March 2016
Step 5: Testing & Utilization

- Exercise integration
  - Exercise coordinator
  - Controllers
- Master scenario events list
  - Scheduled injects
  - Streamlined exercise communications

"Coordinated Attack Exercise" — Active Shooter/MCI/Surge — April 2016
Step 5: Testing & Utilization

“Coordinated Attack Exercise” — Active Shooter/MCI/Surge — April 2016

Exercise communications management via mobile app
Step 5: Testing & Utilization

- Quarterly tests
- Event activations & exercises
- New tools
- Process improvement

Summary

Our Step Ladder:
THANKS FOR COMING!
Thank You!

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