

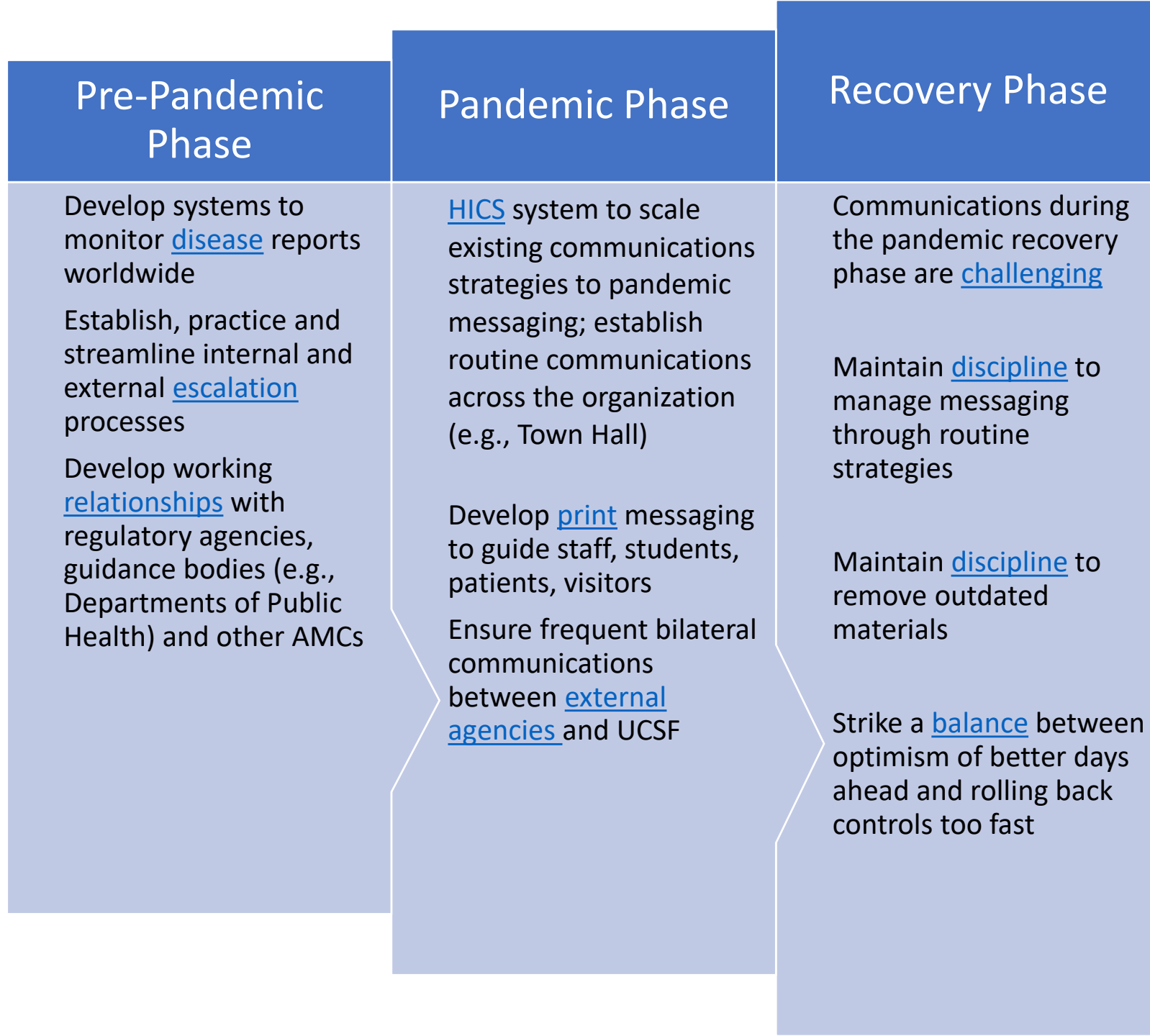
Pandemic Preparedness Response

Communications



Introduction

- Clear, targeted and timely communications before, during and after a pandemic are critical to an organized and aligned institutional response, and must:
 - Address the needs of institutional groups to be informed and directed
 - Inform external agencies about UCSF's experience, needs and decisions
 - Gather critical information to inform UCSF policy, practice and decisions
- Communications must be multi-directional and multi-sourced
 - Rapid pandemic evolution requires people with varied contacts and associations to pool information to support decision-making
 - Public Health orders and agency guidance/requirements require review by people with different lenses to drive compliance and safety
- Lessons learned from COVID-19 (SARS Coronavirus 2) in 2020-2021 are captured in the following to inform ongoing Pandemic Preparedness Response.



Pre-Pandemic Phase

Develop systems to monitor [disease](#) reports worldwide

Establish, practice and streamline internal and external [escalation](#) processes

Develop working [relationships](#) with regulatory agencies, guidance bodies (e.g., Departments of Public Health) and other AMCs

Pandemic Phase

[HICS](#) system to scale existing communications strategies to pandemic messaging; establish routine communications across the organization (e.g., Town Hall)

Develop [print](#) messaging to guide staff, students, patients, visitors

Ensure frequent bilateral communications between [external agencies](#) and UCSF

Recovery Phase

Communications during the pandemic recovery phase are [challenging](#)

Maintain [discipline](#) to manage messaging through routine strategies

Maintain [discipline](#) to remove outdated materials

Strike a [balance](#) between optimism of better days ahead and rolling back controls too fast

Pre-Pandemic Phase



Monitor Disease Worldwide (1)

- Ensure public reporting by UCSF to public health is ongoing
- Monitor multiple and varied resources, such as:
 - World Health Organization alerts and Diseases Outbreak News
 - Pan American Health Organization Epidemiological Alerts and Updates
 - Centers for Disease Control and Prevention:
 - Clinician Outreach and Communication Activity (COCA) notifications (ad hoc)
 - Zoonotic and One Health Update (ZOHU) notifications (monthly and ad hoc)
 - Morbidity and Mortality Weekly Reports (MMWR)
 - California Department of Health
 - California Health Alert Network (CAHAN) alerts
 - CD Brief
 - San Francisco Department of Public Health SFICWG alerts

Monitor Disease Worldwide (1)

- Monitor disease reports in peer reviewed journals (among others):
 - American Journal of Infection Prevention
 - Clinical Infectious Diseases
 - Infectious Diseases and Hospital Epidemiology
 - Journal of Hospital Infections
- Monitor specialty listserves
- Discuss findings cross-discipline to ensure validation, communications

Develop/Practice/Streamline Message Escalation Processes

- At UCSF, employ tiered communications system for escalating important information
- Communicate to internal targeted populations or institutionally using established vehicles (e.g., Managers' Weekly, Managers' Meetings, COVID Clinical Updates, Town Halls, Chancellor/CEO/VP messages)
 - Establish review pathway for communications, including:
 - Subject matter experts
 - Public Information Officer
 - Senior executive for communications
 - Prepare messaging for departmental/service vehicles (e.g., newsletters)
- Drill HICS communications strategies during practice events

External Communications

- Curate relationships with external professional, guidance and regulatory bodies
 - Use routine issues and opportunities to establish professional relationships
 - Become acquainted with formal and informal leaders, reporting structures
 - Report routinely as per required or established processes
 - Establish routine communications pathways for use during urgencies
 - CalOSHA: primary communication through Safety
 - CDPH HAI/SFDPH: primary communication through HEIP
 - CDPH Licensing & Certification: primary communication through Regulatory Affairs
 - Bargaining Units: primary communications through Labor and Employee Relations

Pandemic Phase



Hospital Incident Command System (HICS)

- Refer to Emergency Management for details of HICS structure and function (<https://safety.ucsf.edu/emergency-management-0>)
- Once established, institutional communications will be generated from HICS and released at the Incident Commander's request
 - Funnel all incoming/learned information to/through HICS
 - Public Information Officer (PIO) crafts messaging for internal and external release
 - HICS to determine messaging frequency, content, audience and method
- As a pandemic progresses, and hospital operations normalize:
 - HICS may be decommissioned
 - Messaging will be managed by PIO

Print Messaging

- Establish a governance group for signage, fliers, online messaging
 - This group is represented on HICS and going forward governance groups
 - Includes: HEIP, OHS, Care Delivery, Service Excellence, Facilities Management
 - Audience, content, standards, message, cadence and responsibilities are established across UCSF to ensure aligned messaging
 - Establish target audiences, e.g., patients, visitors, personnel
 - Evaluate effectiveness of selected media and message
 - Consider layered approach for significant reach across UCSF community
 - Consider “push” and “pull” strategies (email, pandemic-focused website, video updates [e.g. Town Halls])
 - Ensure location-specific decisions are reviewed by dependent departments
 - Messaging is broadly reviewed prior to going to print and post
 - Resources are established (funding source, production, distribution strategies and personnel)
 - Establish documentation of print messaging

External Agency Communications

- Follow established communications strategies
 - CDPH Healthcare-Associated Infections (HAI) and SFDPH Communicable Diseases (CD) Programs generally accesses healthcare facilities via Infection Prevention
 - UCSF HEIP maintains HAI and CD reporting with both entities
 - UCSF HEIP, Safety and Regulatory Affairs routinely receive local Health Orders and CDPH All Facilities Letters (AFL), which provide direction for policy and messaging activities
 - UCSF HEIP, Safety and Emergency Management routinely receive SF Department of Emergency Services notifications

<https://www.sfdph.org/dph/alerts/coronavirus-healthorders.asp>

<https://www.cdph.ca.gov/Programs/CHCQ/LCP/Pages/LNCAFL20.aspx>

<https://www.sfdph.org/dph/comupg/oservices/emergency/>

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Recovery Phase



Challenge of Recovery Messaging

- When a pandemic begins to abate, it may be as challenging to manage messaging as during the pandemic phase
 - Guidance agencies may release conflicting or confusing messaging
 - During COVID-19, CDC and CDPH released guidance to roll back masking and distancing, excluded healthcare without updating guidance
 - CalOSHA and SFDPH guidance maintained masking and distancing
 - Authority Having Jurisdiction (AHJ) is the local Department of Public Health
 - Healthcare differs from other businesses due to vulnerability of patients
 - Determine guidance re: vaccination and other control measures
 - Clarify messaging as it applies to personnel, patients, visitors
 - Ensure print messaging and internal notifications are aligned and timed to limit confusion.

Maintain Discipline in Messaging

- Continue to use established messaging strategies as before and during pandemic phases: responsibilities, rigorously review, ensure alignment across UCSF entities
- Maintain review process for message audience, content, cadence and method
- Ensure outdated posted materials (online and in physical plant) are removed or updated
- Balance optimism and rigor in messaging.