Our agenda

- Proven tips for risk assessment, planning and strategy in a public health emergency
- How to adjust your internal communications during the coronavirus crisis
- Communication tactics to consider in the coming months
- How smart companies are leveraging the crisis using storytelling to showcase their expertise
Benefits of Crisis Planning

- Risk Assessment
- Stakeholder Analysis
- Message Development
- Approval Process
- Playbook
- Practice
Risk Assessment

- Start with existing risk framework
- Add what you know
- Peers, similar industries
- Use the news
- Ask around
- Risk Summit

Prioritize
360 Approach

Community

Employees

Media

Shareholders

Customers
Crisis Communications Team

- Leader
- Traffic cop
- Media relations lead
- Social media lead
- Rapid response/messaging lead
- Recovery lead
- Stakeholder liaisons
Think Ahead During the Crisis

- Start planning recovery before the crisis
- Develop a recovery strategy during the crisis
- Keep track of promises made and hold your peers and leaders accountable
- Rely on your organization’s values and strengths to fuel the recovery
- Ask for help -- activate stakeholders and surrogates
- Most of all: TELL A STORY!
Use the News Timeline

Use inevitable news stories to your advantage by having something to say that reinforces your story.

- Crisis
- Crisis Fallout (Week 3, 4)
- Crisis Follow-up (Month 2, 3)
- Progress Report (Month 6)
Measure, and React

- Invest in research to understand key stakeholders’ views in detail
- Leaders must be made to understand extent of damage
- Try to move the needle
Public Health Crisis: The Three Cs

- Coordination
- Clarity
- Compassion
Jim,

The safety and well-being of everyone who uses Uber is always our priority. We are actively monitoring the coronavirus (COVID-19) situation and are taking steps to help keep our communities safe.

As we all adjust to new precautions, I want to highlight a few actions we are taking:

**Supporting public health authorities**
We have a team available 24/7 to support public health authorities in their response to the epidemic. Working with them, we may temporarily suspend the accounts of riders or drivers confirmed to have contracted or been exposed to COVID-19. We’re also consulting with an epidemiologist to make sure our efforts as a company are grounded in medical advice.

**Helping affected drivers and delivery people**
Any driver or delivery person who is diagnosed with COVID-19 or is individually asked to self-isolate by a public health authority will receive financial assistance for up to 14 days while their account is on hold. We’ve already helped drivers in some affected areas, and we’re working to quickly implement this worldwide.

**Helping to keep cars clean**
We are working to provide drivers with disinfectants to help them keep their cars clean. Supplies are very limited, but we’re partnering with manufacturers and distributors to source as much as possible. We’ll be prioritizing distribution to drivers in cities with the greatest need.

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**Giving you options for food delivery**
We understand that you may be relying more on food delivery right now. If you prefer, you can leave a note in the Uber Eats app to ask your delivery person to leave your food at the door.

**Sharing advice to stay healthy**
We’re reminding everyone who uses Uber to follow guidance from public health authorities. If you’re sick, stay home and away from others. Wash your hands frequently, and cover your cough or sneeze. For more information, visit the World Health Organization website.

Additionally, there have been reports of discrimination linked to the current situation. I want you to know this is never okay—every rider and driver is expected to follow the Uber Community Guidelines, which clearly prohibit discrimination. In times of uncertainty, it is especially important that we be our best selves.

Thank you for doing your part to help keep our communities safe, and for supporting one another as we navigate this moment together.

Dara Khosrowshahi
CEO
Dear James,

I consider you part of our United family and your safety remains our highest priority.

We are in the business of serving people and in the midst of this coronavirus outbreak it’s important that we give you as much flexibility as possible when planning your next trip. But it’s also important that we give you as much information as possible about the procedures we follow to clean our aircraft and maintain a sanitary environment once we’re in the air.

Our teams are in daily contact with the Centers for Disease Control and Prevention (CDC), the World Health Organization (WHO), federal agencies and other global health organizations to share the most up-to-the-minute information to ensure the actions we’re taking are comprehensive and appropriate.

So today, I wanted to personally reach out and share a few of the steps we are taking for you, our customer:

**Before you fly**
To give you the greatest flexibility, when you book any flight with us now through March 31, you can change it for free over the next 12 months – any ticket, any fare type, any destination.

**On the ground**
Our team of in-house medical experts and industrial hygienists oversee our aircraft cleaning procedures to ensure they meet or exceed all CDC guidelines. Hard surfaces such as lavatories, tray tables, window shades and armrests are thoroughly wiped down with a high-grade disinfectant and multi-purpose cleaner. And when we are advised by the CDC of a person who has traveled on board and is potentially exhibiting coronavirus symptoms, that aircraft is taken out of service and sent through a full decontamination process that includes our standard cleaning procedures plus washing ceilings and overhead bins and scrubbing the interior.

**In the air**
Our aircraft are equipped with state-of-the-art circulation systems, similar to those found in hospitals, which use a high-efficiency (HEPA) filter to circulate the air and remove more than 99% of airborne particles. We’re also adjusting our inflight service to limit person-to-person contamination. This includes handing beverages directly to customers instead of allowing customers to touch a tray and ensuring all flight attendants wear gloves during service.

More information on each of these efforts can be found on the United Hub.

I know I speak for every member of our United family when I say that we take the greatest pride in the role we play in the lives of our customers, personally and professionally.

I want you to know that you can continue to rely on us. So, the next time we have the privilege of welcoming you aboard our aircraft, you can know our commitment to you remains as steadfast as ever.

Kind regards,

Oscar Munoz
CEO
Southwest Airlines

Extra Cleaning Steps We Are Taking to Ensure Your Safety

Friday
Greg Wells, Southwest • EMPLOYEE

The Southwest Team works throughout the day to execute an overall cleaning program built upon standing guidance from the Centers for Disease Control (CDC) and the World Health Organization (WHO), which is designed with your safety and comfort in mind.

Southwest aircraft routinely undergo more than six labor hours of cleaning every night. Now, as of March 4, Southwest’s Aircraft Appearance Technicians enhanced our cleaning procedures by expanding the use of an EPA-approved, hospital-grade disinfectant to address human touchpoints across the passenger cabin, flight deck, and lavatories. We invite you to watch this video that highlights examples of our enhanced cleaning work.

Here are some additional insights into the work we’re doing:

In the Cabin

A multi-step cleaning process, using a hospital-grade disinfectant, is designed to address high-touch areas such as interior windows and shades, every seatbelt buckle, passenger service units (including the touch buttons that control reading lights and vents that direct personal air), as well as seat surfaces, tray tables, armrests, etc. Our aircraft are maintained throughout the day by Flight Attendants and Ground Operations Agents who board the aircraft between flights to tidy up the cabin for the next boarding of Customers and Employees.

In the Lavatory

Each restroom is receiving more attention via an EPA-registered, hospital-grade disinfectant used on surfaces including mirrors and ceiling panels.
Rely on Public Resources

- CDC
- OSHA
- State, county agencies
- Industry groups, associations
9-step guide for internal comms

1. Communicate early and often. Stay ahead of the questions.
2. Stay focused on what employees need to know, feel and do.
3. Reinforce your values to stand against bias and misinformation.
4. Be clear and calm. No jargon or difficult medical terms. Avoid alarming language.
5. Establish a single source of truth. Dedicated, well organized and mobile accessible.
6. Assign authority. Designate a leader to be the consistent, reliable voice.
7. Involve people managers. Give them key messaging.
8. Show you care. Share available support services, community service, donations.
Steps to Consider

- **Intranet: Special section or landing page**
  - News alerts and updates
  - Health and safety reminders
  - Links to reliable sources, such as the CDC and company health policies
  - Timely News: Spring break

- **Town hall**
  - Executive messaging
  - Manager comms

- **Email updates**
  - Dedicated email address for employee queries

- **Virtual meetings: Zoom, webcasting, etc.**
Leveraging the crisis

- Covering COVID-19
- Showcasing your expertise
- Thought leadership
PREVENTIVE CARE

What we know about the new coronavirus

Experts offer health guidance as testing confirms spread in U.S., including cases in New York, N.H., and Rhode Island

“Being a nurse, making sure I don’t get the flu and spread it is especially important.”

MARIE VILLARIN

One shot, a million reasons to get it

From protecting a pregnant wife, to guarding against asthma, to being mindful of the most vulnerable, visitors to a clinic share their reasons for seeking protection against the flu

Read More
Coronavirus Q&A
Clear answers to frequently asked questions about the new illness

‘12 minutes to diagnosis’
Want screen time with a doc instead of making the trek to an office? Telehealth offers a convenient option for busy patients

Video: One physician’s view of the coronavirus
‘What’s important is we all work together,’ Dr. Katherine Dallow says
# Coronavirus Q&A

**Michael Buckley**
Clear answers to frequently asked questions about the new illness

**Michael Buckley | News Service of Blue Cross Blue Shield of Massachusetts**

### Should I be tested for this virus?
You should ask your doctor about being tested for COVID-19. Your doctor may ask if you have a cough, shortness of breath, or a fever and have traveled to countries with known cases, such as China, Iran, Italy, Japan or South Korea or been exposed to a COVID-19 patient.

People who do not have the flu but are hospitalized with severe acute lower respiratory illness, such as pneumonia, are also likely to be tested.

Under new federal guidance, any person can be tested for coronavirus subject to their doctor’s orders. Currently, there are a limited number of testing kits and lab capacity in the U.S., but that is expected to change in coming days and weeks.

### Is there a vaccine?
There is no vaccine that prevents this coronavirus. Researchers are working to develop one, a process that likely will take at least a year.

### Is there a treatment for the virus?
There is no approved treatment for this virus. However, some antivirals are being tested on patients, and others are under development by researchers.

### What precautions are in place to prevent the spread of the virus?
State labs are beginning extensive screening of people who may be at risk for covid-19. Those who undergo testing are asked to stay at home until the result is received, in what is known as "self-quarantine."
Preventive Care

Why do babies need so many vaccines?

SOCIAL WELLBEING

Warning against stigma

As COVID-19 spreads, clinicians warn against the public health threat posed by fear and bias
Airports Step Up Efforts to Prevent Spread of Coronavirus
Aggressive cleaning programs, employee education among newest actions
Airports Step Up Efforts to Prevent Spread of Coronavirus
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Coronavirus Update: Pitt Joins the Search for a Vaccine
University’s vaccine center studying live samples of the virus; air cargo industry struggles with outbreak

Concern Over Coronavirus Grows, Travel Restrictions in Place
Flights from China limited to 11 U.S. airports

U.S. Airports Prepare for Potential Travelers with Coronavirus
New virus, originated in China, continues to spread; 5 cases identified in U.S.
March 06, 2020

U of A researchers working on faster, more accurate test for COVID-19

Diagnostic tool one of four U of A research projects receiving $2.4 million in federal funding for rapid response against new coronavirus.

Toxicologist Chris Le is leading a team developing a new diagnostic test for COVID-19 infection that will be faster, more accurate and cheaper than existing methods. Le is one of four U of A researchers who received CIHR funding aimed at responding rapidly to the worldwide emergence of the new coronavirus. (Photo: Faculty of Medicine & Dentistry)

By MICHAEL BROWN

A point-of-care diagnostic tool that provides accurate, fast and inexpensive screening tests in support of the global effort to mitigate the effects of the COVID-19 outbreak will save lives, said a University of Alberta analytical and environmental toxicology researcher who won a grant to develop just such a tool.

“We have already started with the development,” said Chris Le, a professor in the Department of Laboratory Medicine and Pathology who is leading one of four U of A projects funded through the Canadian Institutes of Health Research (CIHR) Rapid Research Funding Opportunity created to aid in the battle against COVID-19.

“Using AI to uncover the
Moffitt Preparing for Coronavirus
February 28, 2020

5 Mistakes You May Be Making When Washing Your Hands
March 02, 2020

Should You Wear a Face Mask to Protect from Novel Coronavirus?
February 05, 2020
Thank you!

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