

COP113

CRISIS COMMUNICATION MEDIA LIASON PLAN

Table of Contents

1. INTRODUCTION	3
2. SCOPE	3
3. PURPOSE	3
4. OBJECTIVES.....	3
5. ROLES AND RESPONSIBILITIES	3
6. REQUIRED RESOURCES	5
7. PRIMARY, SECONDARY, AND BACKUP LOCATIONS	5
8. INTERESTED PARTIES	5
9. AUTHORITY TO ACTIVATE	6
10. CRITERIA FOR ACTIVATING	6
11. PLAN ACTIVATION AND IMMEDIATE RESPONSE PROCEDURE	6
12. PRIORITIZED ACTIVITIES.....	9
13. IMPACT OF DISRUPTION ON PRIORITIZED ACTIVITIES OVER PREDETERMINED TIMEFRAME.....	9
14. RECOVERY AND STAND-DOWN.....	9
15. RETURN TO BUSINESS AS USUAL	9
16. DOCUMENTATION AND RECORDS	10
17. RELEVANT LEGISLATION	10
18. RELATED POLICIES AND FORMS	10
19. FEEDBACK	10
20. DOCUMENT CONTROL AND OWNERSHIP.....	10
ANNEX A – Media Interview Q&As/ Fact Gathering Sheet	12
ANNEX B - Media & External Communication Plan Template	13
ANNEX C –Standby Statements.....	15
ANNEX D – News Media Interview Guide	21
ANNEX E – News Media Query Worksheet	22

1. INTRODUCTION

National Ambulance (NA) provides public emergency medical services to the Northern Emirates, and acts as the lead emergency medical provider in event of major incidents. It also provides emergency medical services to a variety of clients in the capital Abu Dhabi and across the nation (excluding Dubai). As part of NA's role and nature of business, it is anticipated that major incidents (MCIs), crisis and disasters will occur in the course of normal business.

Communication during a major incident or business disruption is vital especially for an emergency service provider. Preparation to respond to such events requires operational capability and readiness, however, there is also an expectation that parties involved in major incidents such as NA readily provide information to the public and other interested parties, over and above mandatory incident compliance reporting to regulators.

NA recognizes and accepts the public expectation to carry out its duties in a transparent way, and provides timely, factual and accurate information on major adverse community incidents that it responds to. Information essential for the operation of National Ambulance should be secure and recoverable in accordance with the time.

This plan outlines and explains how National Ambulance will communicate about crisis situations with its staff, stakeholders, concerned authorities, public and media. The plan applies to incidents where National Ambulance is involved in as part of its role as an emergency service provider where its services become in high demand and thus disrupts normal business and operations. It also applies to situations where NA is the subject of an adverse event. As this plan addresses communication in case of any disruptive event to NA operations, reference to 'crisis' and 'crisis communication' is made, however, this terminology does not limit the scope only to the most destructive category of incidents.

National Ambulance will proactively prepare accurate, factual and timely information on major incidents intended for public release and will publish/ distribute/ communicate this information where appropriate and in line with the roles and responsibilities, guidelines and media protocols and approval process outlined in this document.

The key reference of this plan is NCEMA 7000:2015 standards

This plan is relevant to the Risk Evaluation and Management System Component.

2. SCOPE

The scope of this plan applies to Marketing and Communications team and all supporting functions required to deliver these operations including department/s involved in the activated BC Plan.

3. PURPOSE

The purpose of this BC Plan is to provide the information that the response team requires and the actions they need to take in order to ensure effective and timely response to disruptions. This BC Plan shall set the requirements needed for detecting potential incidents and responding to disruptions in order to shorten their duration, limit their impact, and protect those affected.

4. OBJECTIVES

The objectives of this BC Plan are to:

- Manage media and communications with external and internal parties
- Provide set of procedures that will enable NA to communicate with media and interested parties in the event of disruptions

5. ROLES AND RESPONSIBILITIES

Designation	Roles and Responsibilities	Contact Details
Chief Executive Officer (CEO) Gold Commander	• Official Spokesperson and Authorized Person to approve communication material and activate Communication and	Ahmed Al Hajeri

	<p>Media Response Plan and lead communication on behalf of NA to external parties, including media, during a major incident.</p> <ul style="list-style-type: none"> Acts as the focal point for communication with the Leadership, Higher Authorities and Board of Directors. 	
Chief Administrative Medical Officer (CAMO) Silver Commander	<ul style="list-style-type: none"> In close liaison with the CEO and Operations Director, acts as the focal point for communication with MOHAP and other health authorities. Review and approve medical materials for release to staff, media, public and stakeholders Assists in preparation and review of media statements and messages for internal communications. 	Dr. Ayman Ahmad
Operations Director	<ul style="list-style-type: none"> Provides accurate and up-to-date information on major incidents to the CEO and C-levels. Leads the internal communication on behalf of NA with Operations staff. 	Dr. Firas Al Kurdi 0507206633
Stakeholders Relation Manager (SRM) or QHSE & Business Continuity Manager (BCM)	<ul style="list-style-type: none"> In close liaison with the CEO, CAMO, Operations Director and SCMS. Acts as the focal point for communication and liaison with NCEMA and/ or other government agencies/ stakeholders. Arrange regular briefings and updates to collate information and receive feedback and input from stakeholders and respond to their information requests, concerns and inquiries. Assists collation of additional information on incidents to brief and support the CEO communicating with external parties. Obtains required clearance of materials for release to media from concerned stakeholders when necessary. 	Fahd Baraba 0506118114 Ali Al Kharusi 0504184191
Senior Communication and Media Specialist (SCMS)	<ul style="list-style-type: none"> Single point of contact and liaison with media members and other government media departments, including Ministry of Interior's Security Media. Ensures that all media requests and enquiries are addressed as appropriate. Ensures Crisis Communications and media protocol and approval processes are followed. Rapidly collects information, drafts and distributes public statements and other media content appropriate to the nature and scale of major incidents and in formats suitable for appropriate media channels. Brief CEO with key messages and draft Q&As for his media interviews. Monitors traditional and social media channels to keep track of relevant information, coverage and reactions to NA's statements, negative reporting and/ or misinformation/ factual errors. Maintains media contact lists and public relations staff across key stakeholders' departments and government agencies. Ensure quality of content and translation of statements from Arabic to English and vice versa. Highlights major enquiries, complaints and public comments made across media. Review and update this plan annually or as required. 	Nour Saifi 0563297744
HR & Corporate Services Manager	<ul style="list-style-type: none"> In close liaison with the CEO, CAMO, and Operations Director and acts as the focal point for communication with Head Office staff and NA family members. Assists in preparation and review of internal communications content. 	Nouf Abdulla 0507118089

6. REQUIRED RESOURCES

Internal resources required:

- Manpower (SMCS, Multimedia Designer)
- Media assets (laptops, smart phones, cameras, and other media equipment as required)
- Applications (graphic design and editing tools)
- Access to internet and social media platforms

7. PRIMARY, SECONDARY, AND BACKUP LOCATIONS

N/A

8. INTERESTED PARTIES

8.1. EXTERNAL INTERESTED PARTIES

NA will maintain a register of emergency contacts (name, positions, organization, mobile phone, office direct phone, email) to enable direct and rapid contact with internal and key external stakeholders and the media, including:

- Media – local English and Arabic print (newspapers) and broadcast media (TV and radio)
- Government - Department of Health- Abu Dhabi, Ministry of Health and Prevention, Ministry of Interior including Security Media, Police in each emirate, Civil Defense in each emirate, NCEMA, Ministry of Health and Prevention.
- Major hospitals
- Board members
- Clients and key suppliers that are likely to be affected by major incidents.

The operations stakeholder register is prepared and maintained by the Stakeholder Relations Manager (SRM), while the Crisis Comms Media Register is prepared and maintained by the Senior Communication and Media Specialist (SCMS).

Interested Party	Supplier/ Stakeholder	Services/ Products Provided	Name & Contact Details	Response Time (if applicable)
Legal reference	Supplier	Legally review media responses and public statements prior to issue, at the discretion of the CEO		

8.2. INTERNAL INTERESTED PARTIES

Name	Role in Plan	Office Number	Phone Number	Email
Ahmed Al Hajeri (CEO)	As detailed in the roles and responsibilities table			AAHajeri@nationalambulance.ae
Dr. Ayman Ahmad (CAMO)	As detailed in the roles and responsibilities table			AAhmad@nationalambulance.ae
Dr. Firas Al Kurdi (Operations Director)	As detailed in the roles and responsibilities table		0507206633	FAIKurdi@nationalambulance.ae
Ali Al Kharusi (QHSE & BC Manager)	As detailed in the roles and responsibilities table	025968624	0504184191	AAIKharusi@nationalambulance.ae
Fahd Baraba (Stakeholder Relations Manager)	As detailed in the roles and responsibilities table	025968767	0506118114	FBaraba@nationalambulance.ae

Nouf Abdulla HR & Corporate Services Manager	As detailed in the roles and responsibilities table	025968682	0507118089	NAbdulla@nationalambulance.ae
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9. AUTHORITY TO ACTIVATE

Authorized to initiate the Communication and Media Plan, acting alone:

- CEO
- CAMO

Two or more required to authorize initiation of Communication and Media Plan:

- Senior Communications and Media Specialist and Stakeholder Relations Manager/Business Continuity Manager

10. CRITERIA FOR ACTIVATING

This plan will be activated in the event of crisis that NA has to respond to and requires extraordinary resources and measures ranging from natural disasters, fires, airplane crashes, riots, CBRNE, terrorist related incidents, multi-casualty road traffic accidents and infectious diseases to adverse events that NA is subject to such as natural disasters, spread of infectious diseases, death of employees, fires or incidents that have an impact on company's reputation.

Activated along with any BC plan that is activated as required based on requests for information from staff, individual members of the community, the media or stakeholders. Activation is only done by the authorized personnel. Requests for information from staff, individual members of the community, the media or stakeholders must be responded to promptly and will be treated in accordance with the same guiding principles.

11. PLAN ACTIVATION AND IMMEDIATE RESPONSE PROCEDURE

Media statements and responses will be subject to the following media protocol and approval process:

Communication and Media Protocol and Approval Process				
Incident level	Company Related Incidents (Adverse Events)	Emirate's level Major Incidents (Level 4)	Federal level Major Incidents (Level 3)	National level Major Incidents (Level 1 & 2)
Action	<p>All media enquiries must be referred to Senior Comms and Media Specialist (SCMS) who will initially field the enquiry and either respond immediately with a written statement pre-approved by the CEO, or draft a response for CEO's approval- and depending on the request either release to the media or refer the enquiry and response to the CEO to enable him to reply directly and promptly to the enquirer.</p> <p>Internal communication about the incident and communication with concerned family members will be handled by the CEO and CAMO in coordination with HR and Corporate Services Manager.</p>	<p>All media enquiries must be referred to the SCMS who will refer them to NCEMA's authorised NA representative who will direct them to NCEMA's Higher Executive Committee/ Media Cell of the Emirate. Statements will be drafted by the SCMS based on information provided by Stakeholders Manager and/ or Operations Director and approved by CEO before authorised representative shares it with the committee.</p> <p>Stakeholder Communication and info updating will be</p>	<p>All media enquiries must be referred to SCMS. If the incident or enquiry fall under the responsibility of MoI, all media should go through/ cleared by Security Media. Statements will be drafted based on information provided by SRM and/ or Operations Director and approved by CEO and will follow Security Media directions. If the incident falls under the responsibility of MOHAP, all media enquiries must be referred to SCMS who will refer them to the CAMO & CEO or his delegate who will direct them to the Ministry. Stakeholder Communication and info updating will be handled</p>	<p>All media enquiries must be referred to SCMS who will refer them to the CEO who will direct them to NCEMA's National Media Cell. For NA-related information, Operations Director and Stakeholders Manager to provide information to SCMS who will draft statements and handover to CEO will be the single liaison with the NCEMA's National Media Cell.</p> <p>Stakeholder Communication and info updating will be handled by the CEO and SRM.</p>

Stakeholder Communication and info updating will be handled by the CEO and SRM	handled by the CEO and SRM	by the CEO and SRM for MoI incidents and CEO & MD for MOHAP.
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National Ambulance will always be transparent and provide facts. The role of the Crisis Communications and Media Response Team during any crisis is to protect the company's reputation and support the Crisis Management Team to do their job. The Team should step back from the situation and consider how the event or crisis may affect staff, the public, clients and stakeholders. They must be proactive in giving out information and delivering the company's message and maintaining the target audiences' confidence throughout and after the crisis situation. Facts must be always provided and speculation must be avoided. If mistakes were made, National Ambulance must admit to them, take ownership, apologise and quickly resolve the mistakes. Once the situation is resolved and business is back to normal, the team needs to evaluate the whole situation, document lessons learned and review the plan accordingly. During crisis, the following checklist provides a quick reference for action:

Crisis Communications and Media Checklist				
	Find out the extent and level of the crisis			
	Follow established <i>Communications and Media Protocol and Approval Process</i> based on the level of the crisis and get CEO's authorisation to proceed			
	Get all the facts –Refer to <i>Media Interview Q&As / Fact Gathering Sheet</i>			
	Ensure crisis communication is being communicated to staff members			
	Activate <i>Crisis Communication and Media Response Plan</i>			
	Determine stakeholders and partners			
	Activate media monitoring and keep track of what is being said about the situation			
	Requests for information- Notify the management team of the possibility that reporters and media crews may show up and to inform frontline and support staff that they cannot give out any information and should follow the below steps if they receive calls/ requests from:			
	Media	Government	Community	Family Members
	Direct them to SCMS	Direct them to SRM and/or CEO	Direct them to Customer Feedback Team	HR & Corporate Services Manager
	Decide whether to wait for more info or communicate proactively by releasing an initial holding statement			
	Prepare information and obtain approvals. Based on the facts draft a set of key messages, an initial holding statement/ press release, staff emailer and/or SMS and a potential Q&A document			
	Coordinate, align and confirm all messages and information with the Crisis Comms & Media Response Team and with concerned authorities and stakeholders			
	Confirm media list and release initial information to staff, media, public, and stakeholders through arranged channels following <i>the Recommended Media Strategy and Tactics</i> in dealing with different forms of media			
	Distribute news release to media contacts via E-mail			
	Send mass SMS to staff and WhatsApp to QHSE groups, followed by an email if needed			
	Upload media materials produced to date to the NA website			
	Ensure spokesperson(s) are briefed and standing by for potential media inquiries			
	Distribute media materials to partners and stakeholders. Establish regular briefing schedule and protocols with them			
	Respond to media queries based on the approved media content			
	Update media with new information about the incident by sending a follow up release			
	Continue monitoring media coverage and address any reporting errors with media			
	Create additional media material/ public education efforts to support the message as necessary			
	Issue statement/ alert to confirm incident is over and everything returned to business as usual			
	Obtain feedback and evaluate plan and actions			
	Compile all media and analyse it			
	Review actions to capture lessons learned and agree with concerned parties on required changes to the plan			
	Revise plan's processes and procedures based on lessons learned			

Recommended Media Strategy and Tactics

In times of crisis, it is essential to get the message out first, to control content and accuracy.

✓ Be First	Get message out first to control content and accuracy
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✓ Be Right	Say and do the right thing
✓ Be Credible	Be open, honest and speak with one consistent voice

The information of the public statements, including the order it should be communicated in, is as follow:

- Acknowledgement of incident's occurrence [date, time, location].
- Confirmation and type of NA involvement [provision of emergency response, number of crews, premises/staff/services impacted by an adverse event such as fire].
- Acknowledgment of death or injuries.
- Expression of empathy on the situation corporate. [For example, "we regret ..., we admit ..., we apologise for ..., we express our sorrow at ..., we resolve to ..., we are committed to ..."].
- Current status- What is currently happening in response to the event? i.e. what NA and other concerned authorities are doing?
- Advise public on what they should be doing- Protective actions and awareness info to support containing the incident.
- List planned next actions- Actions that will be taken in the future.
- Share contact information and how to obtain more information about the situation and other resources (inserting links, etc.).

Refer to Annex A for expected 'Media Interview Q&As' and Annex B for a 'Communication Plan Template' and Annex C for sample 'Standby Statements'.

The table below outlines the recommended strategy and tactics for dealing with different forms of media in the event of a crisis.

Recommended Strategy and Tactics in Dealing with Media		
Media Channel	Strategy	Tactics
Television & Radio	<ul style="list-style-type: none"> • Identify likely media outlets that will report on major incidents. • Monitor what is being broadcast. • Prepare key messages. • Prioritise broadcasts appropriate to your key stakeholders. 	<ul style="list-style-type: none"> • Brief spokespeople on the situation and coach them to give the key messages. • If you do not have full details of the situation, prepare a holding statement to explain as much as you do know. Supply spokespeople for interviews. • Supply approved images and video where relevant.
Newspapers	<ul style="list-style-type: none"> • Monitor news stories to establish the media's response. • Prepare key messages and establish which publications and journalists to target; prioritise if necessary. 	<ul style="list-style-type: none"> • Prepare a news release. • Hold a press conference or media briefing. • Respond to media enquiries quickly. • Address key questions on your own website and social media channels so journalists have a source of information. • If needed, issue follow up statements with more details and further clarifications • Respect the deadlines to which journalists work.
Social Media	<ul style="list-style-type: none"> • Monitor social media channels closely to ensure issues do not escalate and to ensure any misinformation is addressed. • Prepare relevant information to respond to public enquiries and issue statements or comment on NA's official social media channels. • Use social media to communicate directly with individual stakeholders where appropriate. 	<ul style="list-style-type: none"> • Create posts that respond to issues, with a link to the official statement. • Respond to enquiries quickly. • Use Twitter and Instagram as channels to keep the public informed with up-to-date information, alerts and community awareness. • Address key questions/ specific public conversation on social media channels and know when to take conversations offline. • Communicate via photography and video- use photos or live streaming/ recorded videos displaying efforts in dealing with the crisis (if needed).

		<ul style="list-style-type: none"> Utilise influencers/ bloggers as a key media by inviting them to media briefings (if needed).
Website	<ul style="list-style-type: none"> Position website as official source of information and news for public and media Use live feeding and social media integration for consistent messaging 	<ul style="list-style-type: none"> Upload media materials produced to date to the NA website Post important updates and alerts Integrate social media activities into website

Staff & Visitor Emergency Communication

Certain critical situations necessitate immediate communication with staff, whether or not they are on duty or at their usual workplace. In such circumstances, staff will be notified by use of company-wide web-based messaging (WhatsApp) and text message (SMS), with updates posted on [Insert Info/URLS].

Access and use of these NA staff emergency message distribution list will be controlled and reserved for emergencies only (not corporate announcements or routine communications).

Staff who are expecting visitors to Head Office or Warehouse will have further responsibility to contact their visitors via phone, messaging service, or remote corporate email to advise them not to go to the impacted location.

Loss of NA Head Office or Warehouse Media Response

Certain circumstances may necessitate emergency communication to all staff. Such incidents for example include loss of Head Office, i.e. Fire at NA Head Office, major fire closing access roads around to NA Warehouse or other unspecified security incident at NA workplaces.

In the unlikely event of such an incident at Head Office or the Warehouse which renders either facility unsafe for use, the following communication procedure will apply:

A member of the Executive Team or Operations Director/ MCI Gold Commander will notify staff not to report for duty or attend the impacted location

A broadcast message, approved by the CEO, will be drafted and issued to all staff using the global staff mobile phone lists, by WhatsApp and SMS. The message may be based on the following text:

"(Location) has been affected by an emergency incident. Staff are instructed not to attend (location) until further notice. Further updates will be issued by WhatsApp, SMS and posted on [Insert info/ URLs]. National Ambulance Management"

12. PRIORITIZED ACTIVITIES

N/A

13. IMPACT OF DISRUPTION ON PRIORITIZED ACTIVITIES OVER PREDETERMINED TIMEFRAME

N/A

14. RECOVERY AND STAND-DOWN

N/A

15. RETURN TO BUSINESS AS USUAL

Once the emergency situation or incident is cleared and any related external media issues relating to the same incident are resolved. The Senior Communication and Media Specialist (SCMS) will ensure that all external media issues are closed.

When the incident is under control and in resolution phase, or closed, the MCI team must review the incident communications response, identify positive points and opportunities for improvement. These opportunities for improvement must be reflected in adjustments to this or other policies and procedures. Where appropriate educate staff in key learnings from the incident and advise the board where necessary.

16.DOCUMENTATION AND RECORDS

- Forms and documents mentioned in this plan
- Copies of any media items /correspondences related to the incident or emergency situation

17.RELEVANT LEGISLATION

International, federal or local legislation and circulars relevant to this Policy. Full detail on this legislation can be found in QHP109 Legal Register.

Code, Name of Legislation	Jurisdiction
NCEMA 7000:2021 Standard	UAE

18.RELATED POLICIES AND FORMS

List related policies and procedures to the created/updated policy.

Policy & Procedure /Form

19.FEEDBACK

Any feedback or suggestions for improvement to this Policy, Processes or Procedures can be submitted to qhse@nationalambulance.ae

20.DOCUMENT CONTROL AND OWNERSHIP

A review and update of this document will take place as necessary, when changes occur that identify the need to revise this Policy such as changes in roles and responsibilities, release of new legislative or technical guidance, or identification of a new policy area.

This document ownership for editing is identified as:

- QHSE & BC Manager

Change Brief

Version No.	Date	Change
1.0	December 2015	<i>New document</i>
2.0	December 2016	<ul style="list-style-type: none"> Added business continuity aspects; Reorganised sections and edited for consistency with other policies; Improved copy-text; Formatting changes;
3.0	December 2019	<ul style="list-style-type: none"> Made Punctuation in bullet points/ lists consistent Updated position of Senior Communication and Media Specialist Replaced Deputy CEO role with CAO Placed internal communications aspect under the responsibility of CAO and HR Manager and Corporate Services Manager Updated/ replaced names of Ministry of Health and HAAD with Ministry of Health and Prevention and Department of Health- Abu Dhabi Added MCI and MoI Security Media aspect

		<ul style="list-style-type: none"> - Added guiding principles for media enquiries/ statements based on levels of MCIs (Level 4,3, 1 and 2) - Added roles for Business Continuity Manager and Strategic Stakeholders Manager under MCI level 4 - Added related NA policies - Changed document ownership from Operations to Corporate (Admin) - Change the code from OPP110 to COP113
4..0	July 2022	<ul style="list-style-type: none"> - Rewrite of the document - Change the title of the document from Crisis Communication Media Liaison Policy to Crisis Communication Media Liaison Plan

CEO Approval

Board Member Verification

ANNEX A – Media Interview Q&As/ Fact Gathering Sheet

Media Interview QAs / Fact Gathering Sheet/ Frequently Asked Questions (FAQs)
Q. What happened? What is the incident and what its nature? Is it related to emergency medical response or an adverse event that NA was a subject to?
Q. What caused the incident? How did it happen? (What was the cause? Who is responsible? Could it have been prevented?
Q. When and where did the incident happen? (What areas are affected? Is there danger outside of the immediate crisis area?)
Q. Who is involved and who was affected? (Was anyone injured or killed? How many? Who?)
Q. How big is the incident and what is the extent of the damage? (Level of incident)?
Q. Were there any injuries/ death? Is there any current or ongoing danger?
Q. Who is the leading authority and other concerned parties?
Q. Are there hazardous materials in the facility?
Q. Is there any current or ongoing danger?
Q. What services were/are affected?
Q. Has the hazard been contained?
Q. Should the local community be alarmed or notified?
Q. What is the amount of damage in AED? How will this incident affect NA's business?
Q. Does this situation affect NA's emergency response?
Q. What recovery efforts are under way?

ANNEX B - Media & External Communication Plan Template

Media and Communication Plan Template			
Incident Internal Name	(e.g. – Sheikh Khalifa Hospital Fire)		
Date of Plan Preparation:		Time:	
Prepared by:		Position Title:	
Approved by:		Position Title:	
Legal review required?	Yes / No	Legal review completed?	Yes / No
Publication Channels			
<input type="checkbox"/> Statement to Government Authority	<input type="checkbox"/> Statement to Individual	<input type="checkbox"/> Press Release/ Statement to Media	<input type="checkbox"/> Twitter
<input type="checkbox"/> Radio/TV Interview	<input type="checkbox"/> Instagram and Facebook	<input type="checkbox"/> Staff Internal Circular	<input type="checkbox"/> Other
Further details of publication:			
Incident Details			
Incident Date/Time:		Confirmed by COO/ Silver Commander:	Yes / No
Incident Location:		Confirmed by COO/ Silver Commander:	Yes / No
Incident Description & Basic Facts:		Confirmed by COO/ Silver Commander:	Yes / No
Key Points to Communicate			
1. Acknowledgement of incident			
Date/ Time			
Location			
2. NA Involvement			
Emergency medical response?	Yes / No	Number of crews/ambulances?	
NA is the subject of adverse event (fire, bomb, cyber-attack):	Yes / No	Details of adverse event:	
Other comments:			

3. Acknowledgement of Death or Injuries			
Number of staff or community members injuries:		Total casualties to date:	
Number of staff or community members death:		Total deaths to date:	
4. Sentiment/ Reaction [*specific words to use]	<input type="checkbox"/> We regret	<input type="checkbox"/> We acknowledge our mistake ...	<input type="checkbox"/> We apologise for ...
	<input type="checkbox"/> We express our sorrow at ...	<input type="checkbox"/> We are committed to...	<input type="checkbox"/>
5. Current Status			
6. Community Advice/ Protective Actions & Awareness			
7. Next Steps by NA			
8. Contact Info and resources for more info			
9. Specific Approved Statement [*mandatory for written Media Release, must be based on above information]			

ANNEX C –Standby Statements

NA PART OF AN EMERGENCY RESPONSE

The following standby statements have been prepared to provide a starting point for times NA is responding as part of the Emirates, Federal, and National unified response to major emergency incidents in which its services become in high demand and the resources becomes limited. Crisis situations that NA is expected to respond to are: natural disasters, fires, airplane crashes, riots, CBRN, terrorist related incidents, multi casualty road traffic accidents and infectious diseases.

Use the following as a template in developing holding statements and key messages in the event of a confirmed crisis NA is responding to:

Response

- There has been a confirmed [insert crisis event] in [insert location/ Emirate]. We are working closely with our partners across emergency services and the concerned authorities to take the appropriate steps to ensure the health and safety of emergency workers and community members and others in the affected area.

Empathy

- Our thoughts are with the victims and their families. We are working diligently to contain the situation and limit further [injury, loss of life, illness] to the people of our community.

Scope

- At this time it is unclear how widespread this situation may be. We are working with the concerned authorities to determine the extent of the situation.
- [Insert] steps, actions and measures taken by the concerned authorities including NA
- We are working with the concerned authorities and our partners in the emergency response to ensure that all who have been affected are receiving appropriate care/ treatment.

Risk

- The risk to community members in [insert area/ Emirate] is [insert information on risk].
- National Ambulance's services are currently in high demand due to the current circumstances. Therefore, we are prioritising emergency ambulance response. Currently the emergency ambulance service remains operational however, to support the service at this time we advise all patients with non-urgent medical conditions to please visit/ contact their nearest local medical facility.

More info

- It is our firm intention to give you the most accurate information possible about the situation as soon as we can. We will continue to provide you with updates as new information becomes available. We urge you to monitor our website [www.nationalambulance.ae] and social media channels for the latest information.

Action

- Community members can play a key role in helping keep themselves and their families safe during an event/disease outbreak/natural disaster. In the meantime, we recommend that the public [edit as appropriate]
- Follow official notification
- Follow instructions from local officials and concerned authorities on how to protect yourself and your family from any exposure and the need to evacuate or remain at home.
- Seek medical treatment
- [Insert information on recommended actions specific to event/outbreak/natural disaster].
- For more information on natural disasters, disease outbreaks or chemical, biological or radiological agents, etc. visit [insert link]

Sample Alerts/ Notifications

Public Statement – NA responding to major incident	Statement to Stakeholders- NA responding to major incident
National Ambulance's services are currently in high demand due to the current circumstances. Therefore, we are prioritising emergency ambulance response. Currently the emergency ambulance service remains operational, however, to support the service at this time we advise all patients with non-urgent medical conditions to please visit/ contact their nearest local medical facility.	National Ambulance's services are currently in high demand due to the current circumstances. Therefore, we are prioritizing emergency ambulance response. Currently the emergency ambulance service remains operational, however, to support the service at this time, please refrain from directing non-urgent medical calls to National Ambulance until service returns to normal. For any requests you receive from the public for non-urgent medical support, please direct them to their nearest local health facility.

NA SUBJECT TO AN ADVERSE EVENT

The following standby statements/ alerts have been prepared to provide a reference/ starting point for times NA is subject to adverse events or incidents that could cause an interruption of service or have an impact on business continuity or company's reputation.

External Communication Sample Statements in Adverse Events		
Sample Public Alert i.e. Technological/ System Failure	Sample Stakeholder Alert i.e. Tech/ System Failure	Sample Initial Holding Statement i.e. Fire Event
Due to xx, our phones lines are currently unavailable and we are unable to provide our normal service. If you require urgent emergency ambulance, please contact [999] until our phone service has been restored. If your cases is non-urgent, please contact/ visit your nearest local health facility.	Due to xx, our phones lines are currently unavailable and we are unable to provide our normal service. We need your support until our phone service have been restored. Currently the emergency ambulance service remains, operational, however, to support the service at this time, please refrain from directing non-urgent medical calls to National Ambulance until service returns to normal. For any requests you receive from the public for non-urgent medical support, please direct them to their nearest local health facility. We will issue a public statement to direct members of the public to contact [999] should they require	<p>There is/was a fire of undetermined origin at a National Ambulance facility in _____. Emergency personnel are at the scene and we are doing all we can to [safely evacuate] or [ensure the safety of our employees and visitors] and contain the fire on side.</p> <p>During this time there should be no degradation of service as our remaining call centres/ Ambulance Communications Centres remain unaffected whilst our head office is evacuated to the disaster recovery site.</p> <p>We currently have very limited information and there have not yet been any reports of injuries or an estimate of the value of the damage in our facilities. We are gathering [details/ further details] and will share them as soon as they become available. The cause of the fire is under investigation by NA and local authorities. Our intent is to get this issue resolved as quickly as possible and completely restore the business capability of our Headquarters so that work can resume as normal.</p> <p>Updated statement to include: Safely managing the evacuation of everyone from the building. Fire safely extinguished? Initial findings/ reports of injury or death- i.e. Initial findings indicate that xx of our employees suffered minor injuries and were transported to hospital for further treatment.</p>

	urgent emergency ambulance until our phone service has been restored.	In case of injury and death [Use first paragraph to include what, where, when, how, why], then add: [We are deeply saddened to confirm that xx of our staff were [injured/killed] In the fire. Our thoughts and prayers are with them. They are all currently receiving medical treatment and we are in contact with their families and doing all we can to support them at this difficult time.]
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Internal Communications: The following standby statements have been prepared to provide a starting point in notifying/ communicating with all affected NA employees during various types of crisis situations:

- Infectious Disease Outbreak
- Fire
- Natural Disaster
- CBRNE
- Explosion
- Bomb Threat
- Widespread Prolonged Power Outage
- Terrorist related Incidents

Infectious Disease Outbreak
<p>To: NA employees</p> <p>From: To be determined</p> <p>Subject: Infectious Disease Outbreak</p> <p>There has been an outbreak of [] at NA facility (ies) in []. Our employees' health and safety is our first concern and we are identifying and securing treatment for those affected. We are taking the following additional steps to prevent the spread of the disease: []</p> <p>National Ambulance is coordinating closely with the Ministry of Health and Prevention and the Department of Health to provide treatment and preventative guidance to our entire workforce. NA has been preparing for this medical emergency for XX months and is following protocols established by MOHAP, DOH-Abu Dhabi and NCEMA.</p> <p>Employees should check with their managers regarding where and when to report to work tomorrow.</p> <p>We will post situation updates on [insert info, URLs, phone numbers, etc].</p>

Fire
<p>To: NA employees</p> <p>From: To be determined</p> <p>Subject: Fire</p> <p>There is/was a fire of undetermined origin at a National Ambulance facility in []. Emergency personnel are at the scene and we are doing all we can to ensure the safety of/ safely evacuate our employees and visitors.</p>

There have been/ not yet been any reports of injuries or an estimate of the value of the damage in our facilities. We are gathering details/ further details and will share them as soon as they become available. The cause of the fire is under investigation by NA and local authorities.

During this time there should be no degradation of service as our remaining call centres/ Ambulance Communications Centres remain unaffected whilst our head office is evacuated to the disaster recovery site. Employees who work in the affected location should check with their manager regarding where and when to report to work tomorrow.

We will post situation updates via [insert information, numbers, URLs, etc].

Employees at the affected site(s) should check status of the next workday with their managers.

In case of injury/ death

Add [We are deeply saddened to confirm that three of our staff were [injured/ killed] in the fire. Our thoughts and prayers are with them. They are all currently receiving medical treatment and we are in contact with their families and doing all we can to support them at this difficult time.]

Natural Disasters

To: NA employees
From: To be determined
Subject: Natural Disaster [i.e. Flood]

A Natural Disaster, today, has struck National Ambulance facilities in Abu Dhabi. First and foremost, we want to emphasise that employees' safety and wellbeing is our first concern, and we are in the process of making sure our people are safe and everyone is accounted for.

We do/do not know if there have been injuries or structural damage to our facilities but we are gathering details and will make them available once we have the information. During this time there should be no degradation of service as our remaining call centres/ Ambulance Communications Centres remain unaffected whilst our [affected facility] is evacuated to the disaster recovery site.

We are in the process of gathering details about the situation and will share them as soon as they become available. Employees at the affected site(s) should check status of the next workday with their managers.

In case of damage/ injury

There have been reports of injuries and considerable damage to our facilities. Add [We are deeply saddened to confirm that xx of our staff were [injured/ killed]. Our thoughts and prayers are with them and their families. They are all currently receiving medical treatment and we are in contact with their families and doing all we can to support them at this difficult time. We are working diligently with the concerned authority to contain the situation and limit further [injury, loss of life, illness] to our staff and the people of our community].

CBRNE

To: NA employees
From: To be determined
Subject: CBRNE

There has been a release of [hazardous material] in/near a National Ambulance facility in [_____]. The substance [has/has not] been identified as [_____] and [is/is not] a hazard beyond the immediate area.

Our employees' safety is our first concern, and we are in the process of making sure everyone is safe and accounted for. The facility has been evacuated and injuries [have/have not] been reported in/around the facility. A safety zone of [xx kilometers] has been established as a precaution.

The event is under investigation by National Ambulance and local authorities. Employees who work in the affected location should check with their manager regarding where and when to report to work tomorrow.

We will post situation updates on [insert info, URLs, phone numbers, etc].

Explosion

To: NA employees
From: To be determined
Subject: Explosion

There has been an explosion at the National Ambulance facility in [_____]. Emergency responders are on the scene. Our employees' safety is our first concern, and we are in the process of making sure everyone is safe and accounted for.

The facility has been completely evacuated and injuries (have/have not) been reported. A safety zone of [xx kilometers] has been established as a precaution.

The event is under investigation by the company and local authorities.

Employees who work in the affected location should check with their manager regarding where and when to report to work tomorrow. We will post situation updates on [insert info, URLs, phone numbers, etc].

Bomb Threat

To: NA employees
From: To be determined
Subject: Bomb Threat

At approximately ____ today, National Ambulance's site in [_____] received a bomb threat via [phone/note/email].

Our employees' safety is our first concern and we have evacuated the area and emergency personnel are conducting a thorough search. Employees are urged to give investigating authorities their full cooperation. Until emergency personnel have completed their work, employees will not be permitted to return to work in the affected area.

Employees who work in the affected location should check with their manager regarding where and when to report to work tomorrow. We will post situation updates on [insert info, URLs, phone numbers, etc].

Wide Spread Power Outage

To: NA employees
From: To be determined
Subject: Power Outage

We have had a loss of electric power in building XX at the National Ambulance site in _____ and do not know the cause. We will restore power as quickly as possible and will provide more info as soon as it becomes available.

Employees should [Give instructions]

Employees who work in the affected location should check with their manager regarding where and when to report to work tomorrow. We will post situation updates on [insert info, URLs, phone numbers, etc].

Terrorist Attack

To: NA employees
From: To be determined
Subject: Terrorist Attack

Initial Statement:

There has been an alleged terrorist attack at National Ambulance facility in [] or other [location involving National Ambulance employees]. Emergency responders are on the scene. Our employees' safety is our first concern and we are in the process of making sure everyone is safe and accounted for.

The number and extent of the injuries are/are not known. Additional information will be provided as soon as it is available.

Updated Statement

There has been an alleged terrorist attack at National Ambulance facility in [] or other [location involving National Ambulance employees]. Emergency responders are on the scene. Our employees' safety is our first concern and we are in the process of making sure everyone is safe and accounted for.

The facility has been completely evacuated and injuries (have/have not) been reported. A safety zone of [xx kilometers] has been established as a precaution. The event is under investigation by the company and concerned authorities.

Employees who work in the affected location should check with their manager regarding where and when to report to work tomorrow. We will post situation updates on [insert info, URLs, phone numbers, etc].

In case of injury or death:

Add [We are deeply saddened to confirm that [xx] of our staff were killed and [xx] injured in the incident. The extent of the injuries is not known at this time. They are all currently receiving medical treatment and we are in contact with all their families and doing all we can with the concerned authorities to support them at this difficult time. Names of those killed or injured are being withheld until families can be notified].

[The attacker/ attackers has been captured and is in police custody. The [XX facility] is now secure, but employees should [add instructions for that day and start of business the next day].

We will post situation updates via [insert phone no and URL]. Our employees' health and wellbeing are our top priority. We encourage our employees to take advantage of the Peer Support Programme if they need help in dealing with the incident. [Add contact info].

ANNEX D – News Media Interview Guide

News Media Interview Guide
<p>Know the media</p> <p>Know the journalist</p> <p>Publication</p> <p>Circulation (local, national or specific trade)</p> <p>Journalist's name</p> <p>Angle to the article</p> <p>Specific questions</p> <p>Deadline</p> <p>Article print date</p>
<p>Prepare for the Interview</p> <p>Develop a key message and put it into a sound bite – 20-30 second statement that is expressed as a complete sentence.</p> <p>Develop a list of likely questions and prepare the answers.</p> <p>Ensure answers are accurate.</p> <p>Ensure answers support your corporate messaging.</p>
<p>Conduct the Interview</p> <p>Take a few moments to think before answering each question.</p> <p>Incorporate your messages into your answers.</p> <p>Be polite, but firm.</p> <p>Do not argue with the journalist.</p> <p>Consider everything to be on the record.</p> <p>Speak slowly and clearly.</p> <p>Be brief and concise</p> <p>Be honest and accurate.</p> <p>Discuss matters only within your direct knowledge or area of responsibility.</p> <p>If you don't know the answer, just say "I don't know."</p> <p>If you can't give a response, tell the journalist why. "Because of contractual agreements with xx..." or "Our policy is not to respond to rumor..."</p> <p>Do not use or repeat negative language.</p> <p>Do not speculate.</p> <p>Do not respond to or address rumors.</p> <p>Do not address matters under litigation.</p> <p>Do not criticise the competition; always rise above.</p> <p>Do not preannounce products or potential contracts.</p> <p>Use the opportunity to tell your company's story.</p>

ANNEX E – News Media Query Worksheet

News Media Query Worksheet
Time and Date: _____
Journalist Name: _____
Phone Number: _____
Publication or Station: _____
Query: _____ _____ _____
Specific Questions: _____ _____ _____
Angle: _____ _____
Deadline: _____
What do you need specifically? Photos: _____ Data: _____ Bios: _____ Presentations: _____ More Information: _____
Are you speaking to other parties? If so, who? _____ What questions are you asking them? _____ _____
When is the publication or broadcast date? _____