

**WORKING MEETINGS TO INTRODUCE THE NATIONAL OPERATIONAL
COMMUNICATION PLAN AND THE RAPID RESPONSE TEAM
PROTOCOL AND SPOKESPERSON TRAINING**

**Asunción, Paraguay
June 21-25, 2010**

**Avian and Pandemic Influenza Communication
Strategy for Latin America and the Caribbean
Contract Number: GHS-I-10-03-00037-00, Order No. 10**

Trip Report

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Submitted by Links Media, LLC to USAID
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Disclaimer

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About Links Media

A full-service communications company, Links Media provides organizations with an array of technologies and methods to influence behavior, communicate risk, and mobilize resources to generate positive change. Links Media's services include market research, strategic communications, multimedia production, partnership building and advocacy, and knowledge dissemination. Currently, Links Media provides expert consultation services to the United States Agency for International Development in support of the development and implementation of an avian and pandemic influenza communication strategy and collateral material development for the Latin American and Caribbean region.

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Special thanks are offered to:

- Fatima Santander, Health Surveillance Division of the Ministry of Public Health and Social Wellbeing of Paraguay.
- Peg Marshall, from the United States Agency for International Development, for her foresight, vision, support, and valuable contribution that has allowed us to successfully work in a multisectorial manner, testing new approaches and strategies to ensure collaboration, sustainability, and effective response from our country partners.

Table of Contents

Abbreviations and Acronyms	1
Background	2
Project	2
Spokesperson Trainings	2
Working Meetings to Introduce, Review, and Validate the Operational Communication Plan and Rapid Response Team (RRT) Protocol.....	3
Purpose of the Trip	3
Scope of Work	4
Source of Funding for the Trip	4
Trip Activities	4
Key Findings	7
Conclusions	7
Recommendations	8
Annex 1: Agenda for Paraguay Working Meeting to Introduce the Operational Communication Plan and SOPs	9
Annex 2. List of Participants for the Working Meeting to Introduce the Operational Communication Plan and SOPs	10
Annex 3. Sample Set of the Media Coverage	11
Annex 4: Agenda for Paraguay Working Meeting to Introduce the RRT Protocol	12
Annex 5. List of Participants for the Working Meeting to Introduce the RRT Protocol	13
Annex 6. Agenda for Paraguay Spokesperson Training	14
Annex 7. List of Participants for the Spokesperson Training	15
Annex 8. Agenda for Paraguay Working Meeting with National Level Authorities on Crisis Communication	16
Annex 9. List of Participants for the Working Meeting with National Level Authorities on Crisis Communication	17
Annex 10. Agenda for Paraguay Working Meeting with Journalists that Cover Health News .	18
Annex 11. List of Participants for the Working Meeting with Journalists that Cover Health News	19

Annex 12. Participants' Evaluation Results: Working Meeting to Introduce the Operational Communication Plan and SOPs 20

Annex 13. Participants' Evaluation Results: Working Meeting to Introduce the RRT Protocol 21

Annex 14. Participants' Evaluation Results: Spokesperson Training Workshop 23

Annex 15. Selected Photographs from Paraguay 24

Abbreviations and Acronyms

AI	Avian Influenza
DGCS	Dirección General de Comunicación de la Salud (Health Communication Division)
DGPS	Dirección General de Promoción de la Salud (Health Promotion Division)
DGVS	Dirección General de Vigilancia de la Salud (Health Surveillance Division)
DIGIES	Dirección General de Información Estratégica en Salud (Strategic Information in Health Division)
H1N1	Influenza A(H1N1) Virus
H5N1	Avian Influenza Virus
NNC	National Network of Communicators
LAC	Latin America and Caribbean
MOH	Ministry of Public Health and Social Wellbeing from Paraguay
M&E	Monitoring and Evaluation
PAHO	Pan American Health Organization
PI	Pandemic Influenza
RRT	Rapid Response Team
SOPs	Standard Operating Procedures
TA	Technical Assistance
USAID	United States Agency for International Development

Background

Project

Since 2003, a growing number of human H5N1 (avian influenza, or AI, virus) cases have been reported in Asia, Europe, and Africa; most of these cases are believed to have been caused by exposure to infected poultry. If the virus evolves such that it is capable of sustained human-to-human transmission, a pandemic could begin. Preparing for and responding to a pandemic requires coordinated actions and communications by all levels of government and all segments of society. To address this need, the United States Agency for International Development (USAID), through its 16 missions in the Latin American and Caribbean (LAC) region and its government partners, is working with host governments to raise H5N1 awareness, plan for a potential influenza pandemic, and to coordinate international preparedness and response measures.

Links Media provides expert consultation services to USAID in support of the development and implementation of AI and pandemic influenza (PI) communication strategy and collateral material development for the LAC region. These services are essential in supporting USAID's overarching goal of successfully containing the H5N1 virus within the animal population over the next 24 months. The recent human-to-human spread of the influenza A(H1N1) virus has highlighted the need for operational preparedness and response resources to lessen the devastating effects of a pandemic. Additionally, development of a comprehensive communication strategy and accompanying collateral materials for the region has become pivotal in preparing for an outbreak or a possible human pandemic. The communication strategy specifically provides a conceptual framework and sound operating principles for increasing awareness among key target audiences (particularly backyard farmers, consumers of poultry, healthcare and veterinary staff, municipality officials, and families) concerning high-risk behaviors for contracting AI, practical preventive measures, and how to recognize, respond to, and, in humans, treat AI. The strategy also provides tools to support the implementation and monitoring of the proposed communication interventions to ensure full utilization by the LAC countries.

Such tools also support USAID's Avian and Human Pandemic Influenza Response Unit in assisting missions and regional bureaus to effectively achieve two broad objectives: (1) Strengthen capacities to rapidly detect and respond to the current AI problem in animals and humans; and (2) Continue preparing for a possible human influenza pandemic.

Spokesperson Trainings

As part of this initiative, Links Media will provide technical assistance (TA) to regional and national level authorities of the Paraguay Ministry of Public Health and Social Wellbeing (MOH), as well as journalists that cover national health news on effective communication during an emergency or crisis situation.

Working Meetings to Introduce, Review, and Validate the Operational Communication Plan and Rapid Response Team (RRT) Protocol

Links Media will also provide TA in order to review and validate the country's Operational Communication Plan and RRT Protocol. The purpose of the Operational Communication Plan and RRT Protocol is to assist the country, its communities, and its response organizations in preparing for, and responding during and after a pandemic or other health-related emergency.

Purpose of the Trip

From June 21 to 25, 2010, Marisabel Sánchez, Sandra Sánchez, and Maria Eugenia Reos of Links Media traveled to Asunción, Paraguay, to provide support and guidance to the MOH through various activities. The Links Media team facilitated the following events:

1. Working meeting to introduce the country's Operational Communication Plan and Standard Operating Procedures (SOPs) to respond to PI and other health-related emergencies;
2. Working meeting to introduce the RRT Protocol for use in a public health event of national or international importance;
3. Spokesperson training for authorities at the regional level and representatives of national surveillance programs;
4. Spokesperson training for authorities at the national level; and,
5. Working meeting with journalists that cover national health news.

In addition, a meeting was scheduled for June 28 with the Minister of Health to present results from the trainings and working meetings. Unfortunately, the Minister of Health was called away on business at the last minute, and the meeting was cancelled.

The objectives of the trip included:

1. Provide TA and guidance to the National Network of Communicators (NNC) to increase their knowledge of the communication process to follow before, during, and after a pandemic or other health-related emergency.
2. Provide TA and guidance to the RRT, which includes the NNC and epidemiologists from the MOH Health Surveillance Division (DGVS), to increase their knowledge of communication activities and related coordination processes to use in a public health event of national or international importance.
3. Increase the knowledge of national surveillance program representatives of how to communicate with the public and media during a situation of risk or crisis by national and regional level authorities.
4. Increase the knowledge of journalists that cover health issues of how to communicate with the public and authorities during a risk, emergency, or crisis situation.
6. Identify further TA needs.

Scope of Work

The scope of work for Links Media included the following specific activities:

- Brief/debrief with USAID/Paraguay Mission officials as requested.
- Meet with authorities from the MOH and other agencies of Paraguay.
- Lead and facilitate a working meeting to present the National Operational Communication Plan and SOPs.
- Lead and facilitate a working meeting to present the RRT Protocol.
- Lead and facilitate spokesperson trainings for national surveillance program representatives and for national and regional level authorities.
- Lead and facilitate a working meeting with journalists to analyze the role of the media during a risk, emergency, or crisis situation.
- Provide Paraguay authorities with information compiled from the working meetings in support of validating the final drafts of the National Operational Communication Plan and SOPs and the RRT Protocol.

Source of Funding for the Trip

Links Media's travel, lodging, and materials development activities were supported through the AI budget. Logistical aspects of the trip, such as the coordination of the meeting venue and transportation, as well as the printing of the materials for the working meetings and training materials, were supported by the country partners through funding from the United States Centers for Disease Control and Prevention.

Trip Activities

Prior to the Working Meetings and Workshops

In preparation for the working meetings and workshops, Links Media conducted the following activities:

- Since 2009, Links Media has been providing active TA to Paraguay. The Communications and Surveillance teams have participated in various events that have led to the development of the Operational Communication Plan, SOPs, and RRT Protocol.
 - Provided TA to the NNC in order to draft and revise the Operational Communication Plan, SOPs, and Monitoring and Evaluation (M&E) Plan.
 - Provided TA to epidemiologists from the DGVS in order to draft and revise the RRT Protocol.
- To prepare for and review the purpose of the country visit and activities, Links Media developed all relevant materials and tools for the working meetings and workshops. Additionally, several briefing and preparation working meetings were held with country representatives, including the USAID/Paraguay Mission representative, Graciela Avila, and representatives from the Health Communication Division (DGCS) and DGVS, including the directors, Ana Maria Paredes and Ivan Allende, respectively.

During the Working Meetings and Workshops

From June 21 through June 25, 2010, Links Media facilitated several different events.

- On June 21, Links Media facilitated a working meeting with the NNC to introduce the country's Operational Communications Plan and SOPs to respond to PI and other health-related emergencies. (Please refer to Annex 1 for the working meeting agenda.)
 - The purpose of the Operational Communication Plan is to (1) prepare the country, communities, and response organizations to plan for before, during, and after a pandemic or other health-related emergencies; (2) ensure that the roles and responsibilities of all levels of government, segments of society, and individuals have been properly communicated; and, (3) support the overall national response to a pandemic. The Operational Communication Plan includes SOPs for the key sectors involved in a pandemic response.
 - The main activity during this working meeting was to introduce, review, and validate Paraguay's Operational Communications Plan and SOPs through the use of tools (i.e., SOP templates). Through these tools and based on their field experience, the NNC was able to understand, identify gaps, and provide recommendations for the Operational Communication Plan and SOPs.
 - Participants worked in groups of four to six on the following SOPs: message development, spokesperson identification and training, updating the national plans, NNC activation/deactivation, and monitoring and reporting a health emergency. (Please refer to Annex 2 for the participants list from this meeting.)
 - The official opening was given by A. Paredes (DGCS) and Agueda Cabello (M&E Coordinator, DGVS).
 - Members of the press also attended the meeting and media coverage was obtained. (Please see Annex 3 for a sample set of the media coverage obtained during this working meeting and throughout the week.)
- On June 22, Links Media facilitated a working meeting to introduce, review, and validate the RRT Protocol for use in a public health emergency of national or international importance.
 - The purpose of the RRT Protocol is to optimize the rapid and timely communication action within and between the response teams involved in a public health emergency of national or international importance. The RRT Protocol establishes the steps in the coordination process and communication activities in order to reduce the risk of potential damage caused by such a public health emergency.
 - More than 28 regional communicators and regional epidemiologists participated in the working meeting. (Please refer to Annex 5 for this working meeting participants list.) During the meeting, they worked together to complete two exercises:
 1. Validation of the RRT protocol by identifying questions and recommendations.
 2. Identification of recommendations for improving of the RRT Protocol through the use of a scenario.
 - The official opening was given by A. Paredes. In addition, I. Allende briefly spoke about the importance of this encounter, and Graciela Gamarra, the director of Strategic Information in Health Division (DIGIES), made closing remarks.

- On June 23, Links Media facilitated a spokesperson training for more than 25 regional level authorities and national surveillance program directors. (Please refer to Annexes 6 and 7 for the workshop agenda and participants list, respectively.)
 - The main purpose of the activity was to train regional level authorities and surveillance program representatives to clearly and effectively communicate with the public and the media during an emergency or crisis situation.
 - Participants worked on two interactive group exercises related to message development and delivery. The participants, who were split into three different groups, learned about basic roles and responsibilities of a spokesperson in a crisis situation. In groups, they prepared for a mock press conference with a question and answer period, which were filmed.
 - The official opening was given by I. Allende (DGVS).
 - During the training, participants had the opportunity to witness a live press conference, attended by ten different media channels and led by I. Allende, about Paraguay's dengue situation. Following the press conference, the participants took part in a facilitated group discussion on what transpired.
- On June 24, Links Media conducted a one-half day working meeting with national level authorities on clear and effective communication with the public and the media during an emergency or crisis situation. (Please refer to Annexes 8 and 9 for the meeting agenda and participants list, respectively.)
 - The main component of the meeting consisted of a facilitated discussion among national level authorities regarding their doubts, issues, concerns, or questions on working with the media. Links Media provided participants with tools for planning, implementing, and evaluating their communications and advocacy plans.
 - As an added value, Links Media provided the participants with an outline for a regional level internal and external communication and advocacy strategic plan in support of the implementation of the national healthcare reform plan.
 - Participants included national and regional directors responsible for various MOH divisions and programs, including Indigenous Health, Social Welfare, Health Disasters and Emergency Relief Management, DGVS, Health Education and Promotion, and DIGIES.
- On June 25, Links Media conducted a one-half day working meeting with journalists that cover health news in the country. MOH national authorities and health communicators also participated. (Please refer to Annexes 10 and 11 for the meeting agenda and participants list, respectively.)
 - Links Media facilitated a group discussion among national MOH authorities, journalists, and MOH health communicators regarding their concerns and issues with each other when communicating health news.
- On June 25, Links Media also held follow-up meetings with MOH authorities and USAID/Paraguay Mission representatives.
- The planned June 28 meeting with the Minister of Health was, unfortunately, cancelled at the last minute due to an out-of-town business trip.

Key Findings

- As participants at each meeting or workshop worked at their own pace, the Links Media team adjusted each meeting agenda accordingly.
- The Links Media team felt that the meetings and workshops were collaborative, committed, and task-oriented.
- The Links Media team found that some participants from the working meetings to validate Operational Communication Plan (June 21) and the RRT Protocol (June 22) had limited knowledge of the issue-at-hand; however, as a group they provided useful comments that can be addressed through future revisions of the mentioned Plan and Protocol.
- Most of the participants from the RRT Protocol validation meeting (June 22) did not have the knowledge that they are members of the RRT.
- Overall, participant evaluations from the spokesperson training and the working meetings to introduce the National Operational Communication Plan and SOPs and the RRT Protocol were positive. No evaluation forms were disseminated during the last two working meetings, as these were very short, facilitated discussions with a small group of participants, many of whom were high-level officials. (Please refer to Annexes 12, 13, and 14 for the results of the evaluation questionnaires.)

Conclusions

- Links Media gathered and compiled information from the working meetings and provided it to the MOH authorities.
- Links Media was able to further refine the technical and training tools for country TA.
- Links Media was able to make the following contributions to the country:
 - Strengthening the NNC by providing them with instructional tools and building their capacity in communication planning, development of operational protocols, and M&E planning. Additionally, the NNC was provided with a National Operational Communication Plan and SOPs;
 - Strengthening the RRT by providing them with instructional tools and building their capacity in communication planning and development of operational protocols. Additionally, the RRT was provided with the RRT Protocol, which is intended to support both the National Joint Incident Center of the DGVS and the DGCS;
 - Strengthening the capacity of national and regional spokespersons responsible for communicating during health emergencies and crisis situations by training them and providing them with tangible tools for planning and use during high stress situations;
 - Strengthening the capacity of national and regional directors responsible for various MOH divisions and programs by training them and providing them with tools for communications planning;
 - As an added value, providing them with an outline for a regional level internal and external communication and advocacy strategic plan in support of the implementation of the national healthcare reform plan;

- Strengthening the capacity of journalists that cover health news by training them on crisis communications and providing them with tangible tools for use in crisis or emergency situations; and,
- Establishing a dialogue between MOH high-level authorities and journalists concerning how to improve access to accurate and timely information during an emergency situation. Specific agreements and recommendations included:
 - o MOH authorities to share with journalists the flow of information used by the MOH, the epidemiological investigation process, and the protocol of health ethics;
 - o Journalists to share with MOH spokespersons and authorities the editorial process used in the news room;
 - o Establishing an alternate MOH spokesperson; and,
 - o Holding future meetings among the two parties to determine a joint working protocol.

Recommendations

Based on the work conducted during this trip, Links Media recommends that:

- Paraguay further enhances and finalizes the Operational Communication Plan, SOPs, and RRT Protocol by including the information that Links Media compiled and provided after the working meetings;
- National MOH authorities and journalist should follow through on the recommendations and agreements described in the Conclusions section above;
- Regional and national authorities should develop an official regional level internal and external communication and advocacy strategic plan in support of the implementation of the national healthcare reform plan; and,
- Continued TA by Links Media to Paraguay may include support in any of the above-mentioned considerations.

Annex 1: Agenda for Paraguay Working Meeting to Introduce the Operational Communication Plan and SOPs

REUNIÓN DE TRABAJO: INTRODUCCIÓN AL PROTOCOLO DE COMUNICACIÓN PARA RESPONDER ANTE UNA PANDEMIA DE INFLUENZA U OTRAS EMERGENCIAS SANITARIAS **Plan Operativo de Comunicación y Procedimientos de Operación Estándar**

Lunes, 21 de junio de 2010
Asunción, Paraguay
Dirección General de Vigilancia de la Salud,
Dirección General de Comunicación en Salud
Ministerio de Salud Pública y Bienestar Social

Objetivos de la reunión:

1. Presentar los elementos de un plan de comunicación.
2. Presentar los procedimientos de operación estándar para un plan operativo de comunicación.
3. Presentar el Protocolo de comunicación para responder ante una pandemia de influenza u otras emergencias sanitarias-Plan operativo de comunicación y procedimientos de operación estándar.
4. Incrementar el conocimiento sobre los pasos comunicacionales a seguir antes, durante y después de una pandemia de influenza u otras emergencias sanitarias.

HORARIO	TEMA	DURACIÓN
8:30 - 9:00	Registración	30 minutos
9:00 - 9:30	Apertura de la reunión: Bienvenida y presentación de las autoridades, invitados, expositores y facilitador. Autoridades e invitados: <ul style="list-style-type: none">• Dra. Esperanza Martínez, Ministra de Salud Pública y Bienestar Social• Dr. Iván Allende, Director General de Vigilancia de la Salud• Lic. Ana María Paredes, Directora General de Comunicación en Salud• Marisabel Sánchez, Presidenta de Links Media, LLC.	30 minutos
9:30 - 9:40	Introducción a la reunión de trabajo Facilitadora: Marisabel Sánchez	10 minutos
9:40 - 10:00	Presentación: Procesos utilizados para elaborar el Plan de Comunicación y los Procedimientos de Operación Estándar. Expositora: Marisabel Sánchez	20 minutos
10:00 - 11:00	Presentación: Protocolo de comunicación para responder ante una pandemia u otras emergencias sanitarias – Plan operativo de comunicación y procedimientos de operación estándar. Expositora: Lic. Ana María Paredes	1 hora
11:00 - 11:30	Familiarización con el Protocolo de Comunicación	30 minutos
11:30 - 15:00	Almuerzo de trabajo: Ejercicio #1	4 horas y 30 minutos
15:00 - 16:45	Reporte de mesas de trabajo del ejercicio #1	1 hora y 45 minutos
16:45 - 17:00	Conclusión y clausura de la reunión	15 minutos

Annex 2. List of Participants for the Working Meeting to Introduce the Operational Communication Plan and SOPs

Nombre	Institución o Región	Posición o Cargo	Teléfono	Email
Ester de Agüero	XVII Región Sanitaria Boquerón	Educadora Regional	0494247334	No email provided.
Rocío Benítez	VII Región Sanitaria Itapúa	Encargada del Dpto. de Comunicación	0985790338	robechaz@hotmail.com
Edgar Penayo	II Región Sanitaria	Educador	0343420250	edgar_penayo15@hotmail.com
Jorge Fernández	XV Región Sanitaria Presidente Hayes	Educador Regional	0983703907	No email provided.
José Ferreira	Hospital Nacional	Asesor de Comunicación	0981630250	fjose64@gmail.com
Lus Ferreira	Programa de Lucha Contra el VIH/SIDA	Dpto. de Educación Asesora	0982798818	lusmifer@hotmail.com
Del Pilar García de Lailla	I Región Sanitaria Concepción	Educadora Regional	0331242234	No email provided.
Cristina González de Olazar	XIII Región Sanitaria Amambay	Jefa del Dpto. de Promoción y Comunicación	0971805406	No email provided.
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Dora Llano	VIII Región Sanitaria Misiones	Comunicadora	0975620858	doritallano09@hotmail.com
María Mantinian	Programa Nacional de Control de la Tuberculosis	Comunicadora	0981944716	mantinian@gmail.com
Marta Moreno	IX Región Sanitaria Paraguarí	Educadora	0972664528	No email provided.
Del Rosario Quiñonez	III Región Sanitaria Cordillera	Comunicadora	0981720072	No email provided.
Casilda Riquelme	II Región Sanitaria San Pedro	Comunicadora	0971722957	No email provided.
Selva Riquelme	SENEPA	Comunicadora	215168/9	selvariquelme@yahoo.ar
Juan Bernabé Rojas González	XII Región Sanitaria Ñeembucú	Comunicador	Not provided.	No email provided.
Isaac Sánchez	XI Región Sanitaria Central	Educador	0991779294	isaac_san@hotmail.es
Ynocencia Benítez	XVII Región Sanitaria Boquerón	Jefa del PAI	0494247334	inapy1@hotmail.com
Marta Von Horoch	DGVS	Unidad de M&E	222012	martavhv@gmail.com
Marta García	DGCS	Comunicadora	207530	prensasalud@gmail.com
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Graciela Gamarra	DIGIES/SINAIS	Directora General	0983496079	gracielagamarra@hotmail.com
Pabla Ortiz	DIGIES/SINAIS	Área de Salud Ambiental	0981616328	pa21025@gmail.com

Annex 3. Sample Set of the Media Coverage

 **MINISTERIO DE SALUD PÚBLICA Y BIENESTAR SOCIAL** | Presidencia de la República del Paraguay 

(2010-06-21) -  - [PTO. DE PRENSA](#)

Control de la Influenza A/H1N1 en Paraguay: “ESTAMOS EN LA FASE EN QUE LA COMUNIDAD DEBE ESTAR INFORMADA PERMANENTEMENTE”

Expresó esta mañana la Directora de Comunicación del MSPyBS, Lic. Ana María Paredes, en la reunión de trabajo donde se trata el Protocolo de Comunicación para responder ante una Pandemia de Influenza u otras Emergencias Sanitarias.



Ana Ma. Paredes, Dtora Comunicación
(Click en la Imagen para agrandar)

En la apertura de la reunión de trabajo “Introducción al Protocolo de Comunicación una Pandemia de Influenza Sanitarias”, la Lic. Ana María General de Comunicación de Pública y Bienestar Social, informó a la comunidad que esta enfermedad sigue presentando fundamentales las medidas de que la situación se torne más de

ONLINE NEWS UPDATES FROM THE MINISTRY OF PUBLIC HEALTH AND SOCIAL WELLBEING, JUNE 21 2010

http://www.mspbs.gov.py/ver_noticia.php?id=6604

ONLINE NEWS UPDATES FROM THE MINISTRY OF PUBLIC HEALTH AND SOCIAL WELLBEING, JUNE 22 2010

http://www.mspbs.gov.py/ver_noticia.php?id=6610

 **MINISTERIO DE SALUD PÚBLICA Y BIENESTAR SOCIAL** | Presidencia de la República del Paraguay 

(2010-06-22) -  - [PTO. DE PRENSA](#)

Respuesta a crisis y emergencias sanitarias: INTEGRAN LOS TRABAJOS DE COMUNICADORES Y EPIDEMIOLOGOS

A fin de brindar información rápida, veraz, fidedigna y confiable cuando se presentan situaciones adversas, los comunicadores son incluidos en los equipos de respuesta rápida y reciben capacitación sobre temas epidemiológicos, así como los epidemiólogos son capacitados en estrategias de comunicación.



El taller de presentación y socialización del “Protocolo de Comunicación para responder ante una Pandemia de Influenza u otras Emergencias Sanitarias” continúa hoy con la participación de integrantes de la Red Nacional de Comunicación en Salud y miembros de los Equipos de Respuesta Rápida de las Regiones Sanitarias.

El objetivo de esta jornada es integrar las acciones emprendidas por los epidemiólogos y otros trabajadores de salud a la labor de los comunicadores, y viceversa, a fin de brindar información de manera eficiente cuando se presentan casos de crisis y emergencias sanitarias en el país.

Taller de protocolo de comunicación
(Click en la Imagen para agrandar)



Realizan taller para manejar epidemias

A fin de presentar y socializar el “Protocolo de comunicación para responder ante una pandemia de influenza u otras emergencias sanitarias”, miembros de la Red Nacional de Comunicación en Salud participan de la reunión de trabajo que tiene como propósito incrementar el conocimiento sobre los pasos comunicacionales a seguir antes, durante y después de una pandemia de influenza. El encuentro se realiza desde ayer en el Gran Hotel del Paraguay.



Comunicadores del Ministerio de Salud participaron ayer de un taller sobre cómo manejar epidemias.

ABC DIGITAL, JUNE 23 2010

<http://www.abc.com.py/abc/nota/138778-Realizan-taller-para-manejar-epidemias/>

Annex 4: Agenda for Paraguay Working Meeting to Introduce the RRT Protocol

REUNIÓN DE TRABAJO: INTRODUCCIÓN AL PROTOCOLO DEL EQUIPO DE RESPUESTA RÁPIDA (ERR) ANTE LA APARICIÓN DE UN ESPIN O ESPII

Martes, 22 de junio de 2010
Asunción, Paraguay
Dirección General de Vigilancia de la Salud,
Dirección General de Comunicación en Salud
Ministerio de Salud Pública y Bienestar Social

Objetivos de la reunión:

1. Presentar los elementos generales de un sistema de comando y respuesta.
2. Presentar el Protocolo del Equipo de Respuesta Rápida ante la aparición de un Evento de salud pública de importancia nacional (ESPIN) o Evento de salud pública de importancia internacional (ESPII).
3. Incrementar el conocimiento sobre los procesos de coordinación y la atención de las actividades de comunicación ante la aparición de un ESPIN o un ESPII.
4. Optimizar las acciones de comunicación y de manera rápida y oportuna entre el equipo de respuesta rápida ante la aparición de un ESPIN o ESPII.

HORARIO	TEMA	DURACIÓN
8:30 - 9:00	Registración	30 minutos
9:00 - 9:30	Apertura de la reunión: Bienvenida y presentación de las autoridades, invitados, expositores y facilitador. Autoridades e invitados: <ul style="list-style-type: none">• Dra. Esperanza Martínez, Ministra de Salud Pública y Bienestar Social• Dr. Iván Allende, Director General de Vigilancia de la Salud• Lic. Ana María Paredes, Directora General de Comunicación en Salud• Marisabel Sánchez, Presidenta de Links Media, LLC.	30 minutos
9:30 - 9:45	Introducción a la reunión de trabajo Facilitadora: Marisabel Sánchez	15 minutos
9:45 - 10:15	Presentación: Elementos generales de un sistema de comando y respuesta Expositora: Marisabel Sánchez	30 minutos
10:30 - 11:30	Presentación: Protocolo del equipo de respuesta rápida (ERR) Expositora: Dra. Andrea Ojeda, Coordinadora de Sala de Situación	1 hora
11:30 - 12:00	Familiarización con el Protocolo del ERR	30 minutos
12:00 - 15:00	Almuerzo de trabajo: Ejercicio #1	3 horas
15:00 - 16:45	Reporte de mesas de trabajo del ejercicio #1	1 hora y 45 minutos
16:45 - 17:00	Conclusión y clausura de la reunión	15 minutos

Annex 5. List of Participants for the Working Meeting to Introduce the RRT Protocol

Nombre	Institución o Región	Posición o Cargo	Teléfono	Email
Juana Centurión	XI Región Sanitaria Central	Encargada de Epid.	0981558802	jcdeg62@hotmail.com
Rocío Benítez	VII Región Sanitaria Itapúa	Encargada del Dpto. de Comunicación	0985790338	robechaz@hotmail.com
Juan B. Rojas	XII Región Sanitaria Ñeembucú	Comunicador	Not provided.	No email provided.
Edgar Penayo	II Región Sanitaria	Educador	0343420250	edgar_penayo15@hotmail.com
Malvina Pintos	XVI Región Sanitaria Alto Paraguay	Epidemióloga	0993587013	coprisol_31@hotmail.com
Lilian Ayala	XVI región Sanitaria Alto Paraguay	Comunicadora	0982741602	No email provided.
Lic. Glaidés González	XV Región Sanitaria Presidente Hayes	Encargada de Vigilancia	0972464860	No email provided.
Cristina González de Olazar	XIII Región Sanitaria Amambay	Jefa del Dpto. de Promoción y Comunicación	0971805406	No email provided.
Nélida Ferreira	IX Región Sanitaria Paraguari	Encargada de Vigilancia Epid.	0985980576	No email provided.
Roque Garcete	VI Región Sanitaria Caazapá	Encargado de Vigilancia	0982731059	cesargarceteortiz@hotmail.com
Del Pilar García de Lailla	I Región Sanitaria Concepción	Educadora	0331242234	No email provided.
Margarita Llanes	X Región Sanitaria Alto Paraná	Encargada de Comunicación	0981151618	prensa_decima@hotmail.com
Dora Llano	VIII Región Sanitaria Misiones	Comunicadora	0975620858	doritaliano09@hotmail.com
Alcudia Villalba	XII Región Sanitaria Ñeembucú		Not provided.	No email provided.
Blasia Mendoza	II Región Sanitaria San Pedro	Encargada de Vigilancia	0982325282	blasiamendoza@hotmail.com
Aida Palacio de Burguez	VII Región Sanitaria Itapúa	Vigilancia Epid.	0985766369	aidapa@live.com.ar
Ana Ortiz	III Región Sanitaria Cordillera	Encargada de Vigilancia	0981720072	No email provided.
Gloria Delagrancia		Comunicadora	Not provided.	No email provided.
Yenny Pereira	XV Región Sanitaria Presidente Hayes	Epidemiólogo	0982650595	yennipereira@live.com
Mónica Ramírez	V Región Sanitaria Caaguazú	Epidemióloga Regional	0521202166	moni.kramirez@hotmail.com
María Casilda Riquelme	II Región Sanitaria San Pedro	Comunicadora	0971722957	No email provided.
Isaac Sánchez	XI Región Sanitaria Central	Comunicador Regional	0991779294 /512608	Isaac.san@hotmail.com
Blanca Villalba	X Región Sanitaria Alto Paraná	Epidemióloga	0983562462	No email provided.
Néstor Moreno	X Región Sanitaria Alto Paraná	Bioquímico	0973575240	No email provided.
Julio Giménez	VII Región Sanitaria Itapúa	Informático	0971297897	No email provided.
Melisa Snead	MSPyBS	Comunicadora	Not provided.	No email provided.
Gloria Insfrán	MSPyBS	Comunicadora	Not provided.	No email provided.

Annex 6. Agenda for Paraguay Spokesperson Training

PANDEMIA DE INFLUENZA: TALLER DE VOCERÍA PARA RESPONDER A UNA SITUACIÓN DE RIESGO, EMERGENCIA O CRISIS

Miércoles, 23 de junio de 2010
Asunción, Paraguay
Dirección General de Vigilancia de la Salud,
Dirección General de Comunicación en Salud
Ministerio de Salud Pública y Bienestar Social

Objetivo del taller: Incrementar los conocimientos para comunicarse con la población y los medios de comunicación de manera clara y efectiva durante una situación de riesgo, emergencia o crisis.

HORARIO	TEMA	DURACIÓN
8:30 - 9:00	Registración	30 minutos
9:00 - 9:30	Apertura del taller: Bienvenida y presentación de las autoridades, invitados, expositores y facilitador. Autoridades e invitados: <ul style="list-style-type: none">• Dra. Esperanza Martínez, Ministra de Salud Pública y Bienestar Social• Dr. Iván Allende, Director General de Vigilancia de la Salud• Lic. Ana María Paredes, Directora General de Comunicación en Salud• Marisabel Sánchez, Presidenta de Links Media, LLC.	30 minutos
9:30 - 9:40	Introducción al taller Facilitadora: Marisabel Sánchez	10 minutos
9:40 - 10:00	Presentación: Comunicación durante crisis y situaciones de emergencia (parte 1) Expositora: Marisabel Sánchez	20 minutos
10:00 - 10:10	Ejercicio #1: Mapeo de mensajes clave	10 minutos
10:10 - 10:30	Ejercicio #2: Mensaje confiable y pertinente	20 minutos
10:30 - 10:45	Presentación: Comunicación durante crisis y situaciones de emergencia (parte 2)	15 minutos
10:45 - 11:15	Ejercicio #3: Eficacia del vocero citado	30 minutos
11:15 - 11:45	Reporte de mesas de trabajo del ejercicio #3	30 minutos
11:45 - 12:00	Presentación: Comunicación durante crisis y situaciones de emergencia (parte 3)	15 minutos
12:00 - 12:30	Ejercicio #4: Preparación para una conferencia de prensa	30 minutos
12:30 - 16:00	Almuerzo de trabajo: Ejercicio #5: Comunicación durante una crisis: conferencia de prensa	3 horas y 30 minutos
16:00 - 16:15	Conclusión y clausura del taller	15 minutos

Annex 7. List of Participants for the Spokesperson Training

Nombre	Institución o Región	Posición o Cargo	Teléfono	Email
María Vera	Programa Nacional de Control del VIH/SIDA		0981288099	veragmaria@hotmail.com
Natahlia Masó	I Región Sanitaria Concepción	Encargada de Prensa	Not provided.	No email provided.
Margarita Llanes	X Región Sanitaria Alto Paraná	Comunicadora	506588	prensa_decima@hotmail.com
Olga Maciel	Aquimfarp	Presidenta	590638	No email provided.
Zully Vera	CIM/FAC. de Ciencias Qcas.		580850	coordcim@ciu.una.py
Gilda Benítez Rinaldi	Programa Nacional de Diabetes	Directora	204750	zunildarivas@gmail.com
Miguel Ángel Castagnino	Programa Nacional de Control de Zoonosis y C.A.N.	Director	500760	mcastagninocubilla@gmail.com
Humberto Recalde Gamarra	Dirección de Puertos, Aeropuertos y Pasos de Fronteras Terrestre	Director	0981440962	No email provided.
Gustavo David González	XIV Región Sanitaria Canindeyú	Director Regional	0981958485	gust_dg@hotmail.com
Luís Alberto López	XV Región Sanitaria Presidente Hayes	Director Regional	0981450768	luis.lopez.2000@hotmail.com
José Ortellado	Programa Nacional de Prevención Cardiovascular	Director	0981171622	joseortelladom@yahoo.com
Nélida Ferreira	IX Región Sanitaria Paraguari	Encargado de Vigilancia Epid.	0985980576	No email provided.
Isaac Rotela	VI Región Sanitaria Caazapá	Director Regional	0981394614	dr-yuty@hotmail.com
Víctor San Martín	Programa Nacional de Control del Tabaquismo	Director del Programa	0991706194	sanmartinvr@yahoo.es
Carmen Torreani	II Región Sanitaria San Pedro	Directora Regional	0971832605	carmaentorreani@hotmail.com
María Raquel González	DIGIES		0981907707	mara0678@yahoo.com.ar
María Teresa Negrete		Comunicación	0981926293	No email provided.
Nilsa Duarte	Programa Nacional de Enfermedades Inmunoprevenibles y PAI	Comunicadora	204728	dferreira84@gmail.com
Berta Calcena	XI Región Sanitaria Central	Directora Regional	0981422595	bertacalcena@hotmail.com
Gladys Mabel	CIM-FCQ-UNA		Not provided.	No email provided.
Luis Baez	AQUIMFARP		424344	maxifarmasup@hotmail.com
Arturo Silva	PAI		204728	arthusilva@hotmail.com
María Nidia Fariña	AQUIMFARP		0971225300	No email provided.
Beatriz Svetloja	AQUIMFARP		0981414045	No email provided.
Melisa Snead	MSPyBS	Comunicadora	Not provided.	No email provided.

Annex 8. Agenda for Paraguay Working Meeting with National Level Authorities on Crisis Communication

REUNIÓN DE TRABAJO: VOCERÍA PARA RESPONDER A UNA SITUACIÓN DE RIESGO, EMERGENCIA O CRISIS

Jueves, 24 de junio de 2010
Asunción, Paraguay
Dirección General de Vigilancia de la Salud,
Dirección General de Comunicación en Salud
Ministerio de Salud Pública y Bienestar

Objetivo de la reunión: Optimizar las acciones de comunicación durante la diseminación de mensajes a la población y los medios de comunicación de manera clara, efectiva y consistente durante una situación de riesgo, emergencia o crisis.

HORARIO	TEMA	DURACIÓN
8:00 – 8:15	Registración	15 minutos
8:15 – 8:30	Apertura de la reunión: Bienvenida y presentaciones <ul style="list-style-type: none">• Dr. Iván Allende, Director General de Vigilancia de la Salud• Marisabel Sánchez, Presidenta de Links Media, LLC.	15 minutos
8:30 – 10:30	Discusión: Comunicación durante crisis y situaciones de emergencia Facilitadora: Marisabel Sánchez	2 horas
10:30 – 10:45	Conclusión de la reunión	15 minutos

Annex 9. List of Participants for the Working Meeting with National Level Authorities on Crisis Communication

Nombre	Institución o Región	Posición o Cargo	Teléfono	Email
Carlos Torres Alujas	MSPyBS - ASANED	Director	206945/ 0991325592	ctorresalujas@gmail.com
Dr. Héctor Arnella	MSPyBS	Director de la X Región Sanitaria Alto Paraná	0983507617	harnella@hotmail.com
Dr. Iván Allende	DGVS / MSPyBS	Director General	204743	No email provided.
Dra. Margarita Bazzano	MSPyBS / DGPS	Directora General	201807	No email provided.
Pilar Royg	MSPyBS / DGS	Directora General	0991284290	Pilarroygg2@hotmail.com
Carmen Bigorda	IPS	Jefa de Prensa	210981	No email provided.
Ignacia Troche	MSPyBS / DNVS	Directora	0981412964	mignaciatroche@hotmail.com
Dra. Ana Fiandro	IPS	Médico	296305	anafianandro@hotmail.com
Dra. Graciela Gamarra	MSPyBS / DIGIES	Directora General	0983496074	gracielagamarra@hotmail.com

Annex 10. Agenda for Paraguay Working Meeting with Journalists that Cover Health News

REUNIÓN DE TRABAJO: COMUNICACIÓN DE RIESGO, EMERGENCIA O CRISIS CON PERIODISTAS DE LOS MEDIOS DE COMUNICACIÓN DEL ÁREA DE SALUD

Viernes, 25 de junio de 2010
Asunción, Paraguay
Dirección General de Vigilancia de la Salud,
Dirección General de Comunicación en Salud
Ministerio de Salud Pública y Bienestar

Objetivo de la reunión: Optimizar las acciones de comunicación durante una situación de riesgo, emergencia, crisis o por un evento pandémico.

HORARIO	TEMA	DURACIÓN
8:15 - 8:30	Registración	15 minutos
8:30 - 8:45	Apertura de la reunión: Bienvenida y presentaciones <ul style="list-style-type: none">• Dr. Iván Allende, Director General de Vigilancia de la Salud• Marisabel Sánchez, Presidenta de Links Media, LLC.	15 minutos
9:00 – 10:00	Discusión: Comunicación durante crisis y situaciones de emergencia Facilitadora: Marisabel Sánchez	45 minutos
10:00 - 10:15	Conclusión de la reunión	15 minutos

Annex 11. List of Participants for the Working Meeting with Journalists that Cover Health News

Nombre	Institución o Región	Posición o Cargo	Teléfono	Email
Silvana Molina	Diario Última Hora	Periodista	496261/8	silvana@uhora.com.py
Dario Ayala	Radio Nacional	Cronista	390375	No email provided.
Celsa Pereira	Diario ABC Color	periodista	4151338	cpereira@abc.com.py
Melisa Snead	MSPyBS	Comunicadora	Not provided.	No email provided.
Marta García	MSPyBS	Comunicadora	Not provided.	No email provided.
Gloria Insfrán	MSPyBS	Comunicadora	Not provided.	No email provided.

Annex 12. Participants' Evaluation Results: Working Meeting to Introduce the Operational Communication Plan and SOPs

Participants completed the evaluation form at the end of the meeting. **Nine** of the **25** participants responded. Four responses were anonymous.

Date: June 21, 2010

A. Workshop Design Components					
	I strongly agree	I agree	Neither Agree/Nor Disagree	I disagree	I strongly disagree
1. The objectives of the workshop were clear to me.	5 (55.6%)	3 (33.3%)	1 (11.1%)		
2. I have learned useful information and skills for my job.	6 (66.7%)	3 (33.3%)			
3. The materials used were appropriate.	5 (55.6%)	4 (44.4%)			
4. We accomplished the objectives of this working meeting.	5 (55.6%)	3 (33.3%)	1 (11.1%)		

Please note: For Sections B and C the responses have not been organized in any priority. However, the responses have been grouped based on content trend and reflect responses by all participants.

B. What was most useful? Why?		
<ul style="list-style-type: none"> It was important to clarify roles of communicators and spokespersons and what will be communicated. To learn how to develop an operational plan. For the Network to be in contact and discuss points of the plan. To review and learn the Operational Plan and SOPs. More time to review SOPs. Health communication was defined. 		
C. Is there something that you would improve? How would you do that?		
<ul style="list-style-type: none"> Keep communication lines open and constant within the Network. More work is needed with day-to-day examples. Improvements to the plan will always be needed. Reasonable agreements can be done. More unity between the Regions. Improve team work. 		
D. How long have you been involved in issues related to avian/pandemic influenza response? (Please mark the response that is most appropriate.) One response for this section was blank.		
Years involved in issues related to avian/pandemic influenza response	#	%
Less than 1 year	4	50%
1 year to less than 3 years	3	37.5%
3 years to less than 5 years	0	0%
5 years to beyond	1	12.5%
TOTAL	8	100%

Annex 13. Participants' Evaluation Results: Working Meeting to Introduce the RRT Protocol

Participants completed the evaluation form at the end of the meeting. **Fifteen** of the **28** participants responded. Nine responses were anonymous.

Date: June 22, 2010

A. Workshop Design Components					
	I strongly agree	I agree	Neither Agree/Nor Disagree	I disagree	I strongly disagree
1. The objectives of the workshop were clear to me.	14 (93.3%)	1 (6.7%)			
2. I have learned useful information and skills for my job.	7 (46.7%)	7 (46.7%)	1 (6.7%)		
3. The materials used were appropriate.	9 (60.0%)	6 (40.0%)			
4. We accomplished the objectives of this working meeting.	7 (46.7%)	8 (53.3%)			

Please note: For Sections B and C the responses have not been organized in any priority. However, the responses have been grouped based on content trend and reflect responses by all participants.

B. What was most useful? Why?
<ul style="list-style-type: none"> • The 'spokesperson' part because it unifies the groups and puts theory into practice. • Everything developed was useful. • Keep in mind the epidemiological surveillance plan. • Integrated group work. • Information for the surveillance regions was useful. • The entire day was useful. • Communicators now working together with epidemiologists. • The action plan implemented in each region. • Introduction of the protocol.
C. Is there something that you would improve? How would you do that?
<ul style="list-style-type: none"> • Follow up and continuity is necessary. • More time. • The creation of a work group is not mentioned. • All members of the RRT should be invited. • Put the protocol into practice. • Materials should be more explanatory. • Everyone to know and act on their role. • Certain members of the RRT need to be permanent members.

D. How long have you been involved in issues related to avian/pandemic influenza response? (Please mark the response that is most appropriate.)		
Years involved in issues related to avian/pandemic influenza response	#	%
Less than 1 year	5	33.3%
1 year to less than 3 years	7	46.7%
3 years to less than 5 years	1	6.7%
5 years to beyond	2	13.3%
TOTAL	15	100%

Annex 14. Participants' Evaluation Results: Spokesperson Training Workshop

Participants completed the evaluation form at the end of the meeting. Six of the 25 participants responded.

Date: June 23, 2010

A. Workshop Design Components					
	I strongly agree	I agree	Neither Agree/Nor Disagree	I disagree	I strongly disagree
5.The objectives of the workshop were clear to me.	5 (83.3%)	1 (16.7%)			
6.I have learned useful information and skills for my job.	6 (100%)				
7.The materials used were appropriate.	4 (66.7%)	2 (33.3%)			
8.We accomplished the objectives of this working meeting.	4 (66.7%)	2 (33.3%)			

Please note: For Sections B and C the responses have not been organized in any priority. However, the responses have been grouped based on content trend and reflect responses by all participants.

B. What was most useful? Why?		
<ul style="list-style-type: none"> The high level of the workshop. The need to create a media team and the way of preparing messages. The mock exercise. The information regarding messages to use during a [crisis] communication. How to handle journalists and preparing the press conference. 		
C. Is there something that you would improve? How would you do that?		
<ul style="list-style-type: none"> Everything was excellent. Finding the ideal individuals for the position and if the message to be disseminated covers the good communication basics. Having more hands-on workshops. Less comments from participants so the time is better used. 		
D. How long have you been involved in issues related to avian/pandemic influenza response? (Please mark the response that is most appropriate.)		
	#	%
Less than 1 year	2	33.3%
1 year to less than 3 years	2	33.3%
3 years to less than 5 years	2	33.3%
5 years to beyond	0	0%
TOTAL	6	100%

Annex 15. Selected Photographs from Paraguay



Photo: Sandra R. Sánchez, Links Media, LLC.

Soccer is a crucial aspect of popular culture in Paraguay. In this photo on June 24, 2010, Paraguayans celebrate their national soccer team qualifying for the quarterfinals round of the 2010 World Cup competition. Communication efforts to contain an outbreak must be targeted to all places where large groups of people congregate, such as this massive event.

Photo: Sandra R. Sánchez, Links Media, LLC.



On June 21, 2010, NNC members and the Links Media team participated in a group dynamic exercise. The purpose of the exercise, which was facilitated by Links Media's Marisabel Sánchez, was to demonstrate the importance of synchronicity when working as a team.



Photo: Sandra R. Sánchez, Links Media, LLC.

June 22, 2010, RRT members and the Links Media team participated in a group dynamic exercise. The purpose of the exercise was to demonstrate the importance of synchronicity when working as a team.

Photo: Sandra R. Sánchez, Links Media, LLC.



On June 23, 2010, during the spokesperson training, participants had the opportunity to witness a live press conference, attended by ten different media channels and led by I. Allende, about Paraguay's dengue situation.



Photo: Sandra R. Sánchez, Links Media, LLC.

On June 23, 2010, as part of their spokesperson training, participants from regional and national MOH programs took part in mock press conferences.

Photo: Sandra R. Sánchez, Links Media, LLC.



On June 24, 2010, MOH national level authorities participated in a one-half day meeting, facilitated by Marisabel Sánchez, Links Media, on clear and effective communication with the public and the media during an emergency or crisis situation.



On June 25, MOH national level representatives and journalists that cover health news in the country participated in a one-half day meeting on clear and effective communication with both parties and the public during an emergency or crisis situation.