

Crisis Averted

*Structuring Your Social Media Strategy to
Prevent and Manage Healthcare Crises*

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The Road Ahead

Today we will cover how to:

- Create a social strategy that anticipates crisis.
- Structure your team to mobilize during an incident.
- Perform mitigation while planning for response.

How We Will Do It

 <p>Effects of a bad corporate reputation</p>	 <p>Rise of social media and ubiquity of tech</p>	 <p>When a bad day at work goes digital</p>	 <p>Eight-point checklist for a social crisis</p>	 <p>How to anticipate the next crisis</p>
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**It takes 20 years to build
A reputation and five
minutes to ruin it.
If you think about that
you'll do things
differently.**

-Warren Buffett



Source: [Photo](#) by [MSLGroup Global/ CC BY](#)

Effects of a Bad Reputation

Findings from Annual Survey of Americans

- 86 percent of unemployed women said they would not join a company with a bad reputation; men, 67 percent.
- Of the employed Americans surveyed, 67 percent would take a job with a company that had a bad reputation—if they were offered more money.

Source: Corporate Responsibility *Magazine*, 2015 Corporate Reputation Survey

<http://www.thecro.com/uncategorized/cr-survey-report-corporate-reputation-affects-talent-acquisition/>

Effects of a Bad Reputation

Findings from Annual Survey of Americans

- Behaviors most harmful to company culture and reputation:
 - Public exposure of criminal acts (33 percent)
 - Failure to recall defective products (30 percent)
 - Public disclosure of workplace discrimination (23 percent)
 - Public disclosure of environmental scandal (15 percent)

Source: Corporate Responsibility Magazine, 2015 Corporate Reputation Survey


<http://www.thecro.com/uncategorized/cr-survey-report-corporate-reputation-affects-talent-acquisition/>

Rise of Social Media

Communication in a Mobile-First World

- Facebook has more than 1.6 billion users.
- Instagram is a leading platform—launched in 2010.
- Twitter pioneered micro-blogging and hashtags.
- YouTube is the second largest search engine after Google
- 68 percent of American adults now own a smartphone*

*Source: <http://www.pewinternet.org/2015/10/29/technology-device-ownership-2015/>



“ Social media make everything louder and more severe. They amplify the problem at the speed of light.

Imagine a giant megaphone that spits out faster lightning and louder thunder. That's what social media do. ”

- Grant Fuller, 2016

Source: Fuller, G. (in press). Prevent, plan, manage: Social media strategy for crisis communications. *Journal of Digital & Social Media Marketing*.

Bad Day at Work Goes Viral

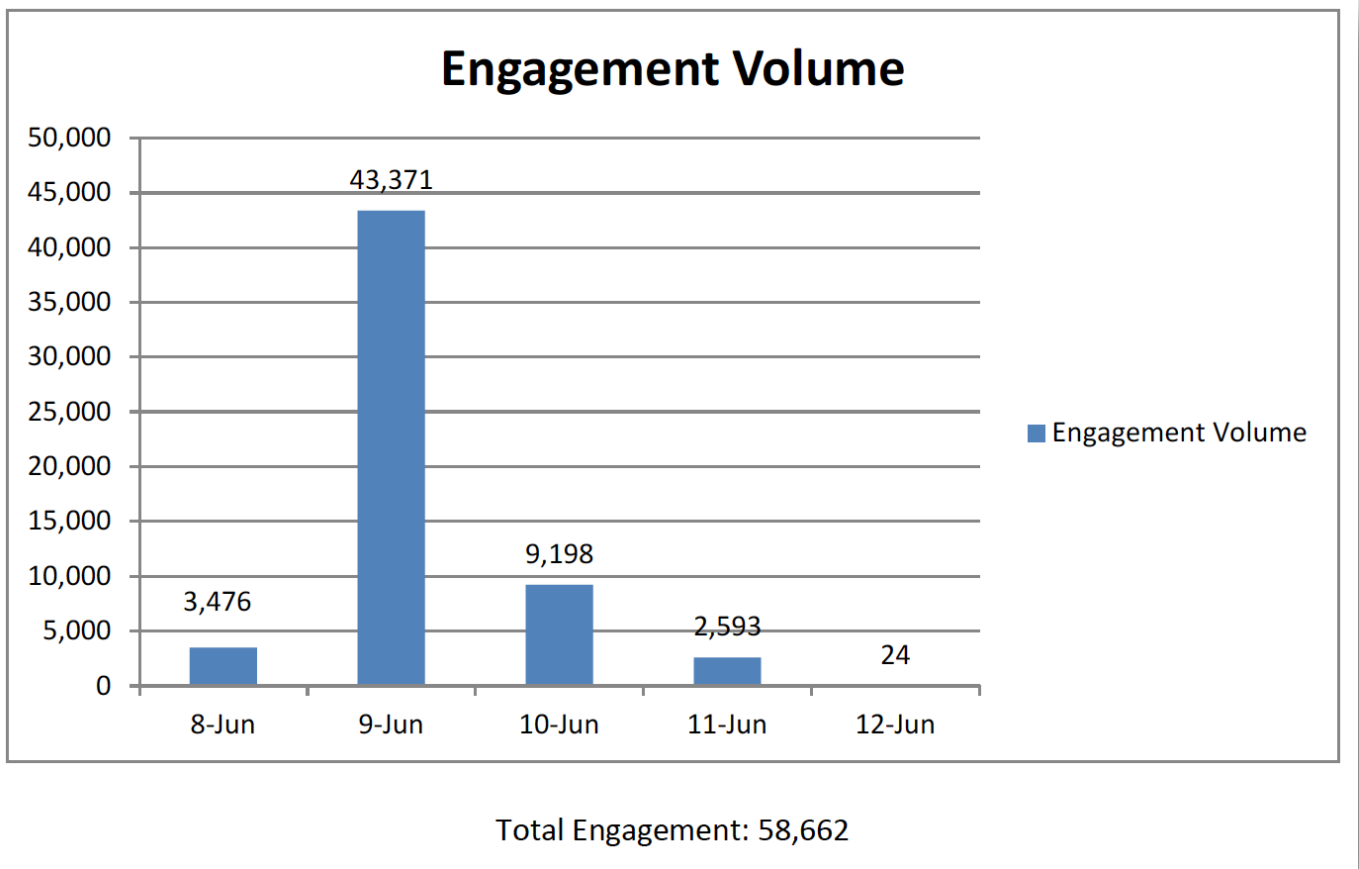
- In 2015, a teenage food service employee at a major attraction in the US was having a bad day at work.
- She turned to her smartphone, snapped a frowning selfie-and posted a racially charged Facebook update.
- But that was not all—she tagged her employer and appeared in her selfie wearing her work uniform.



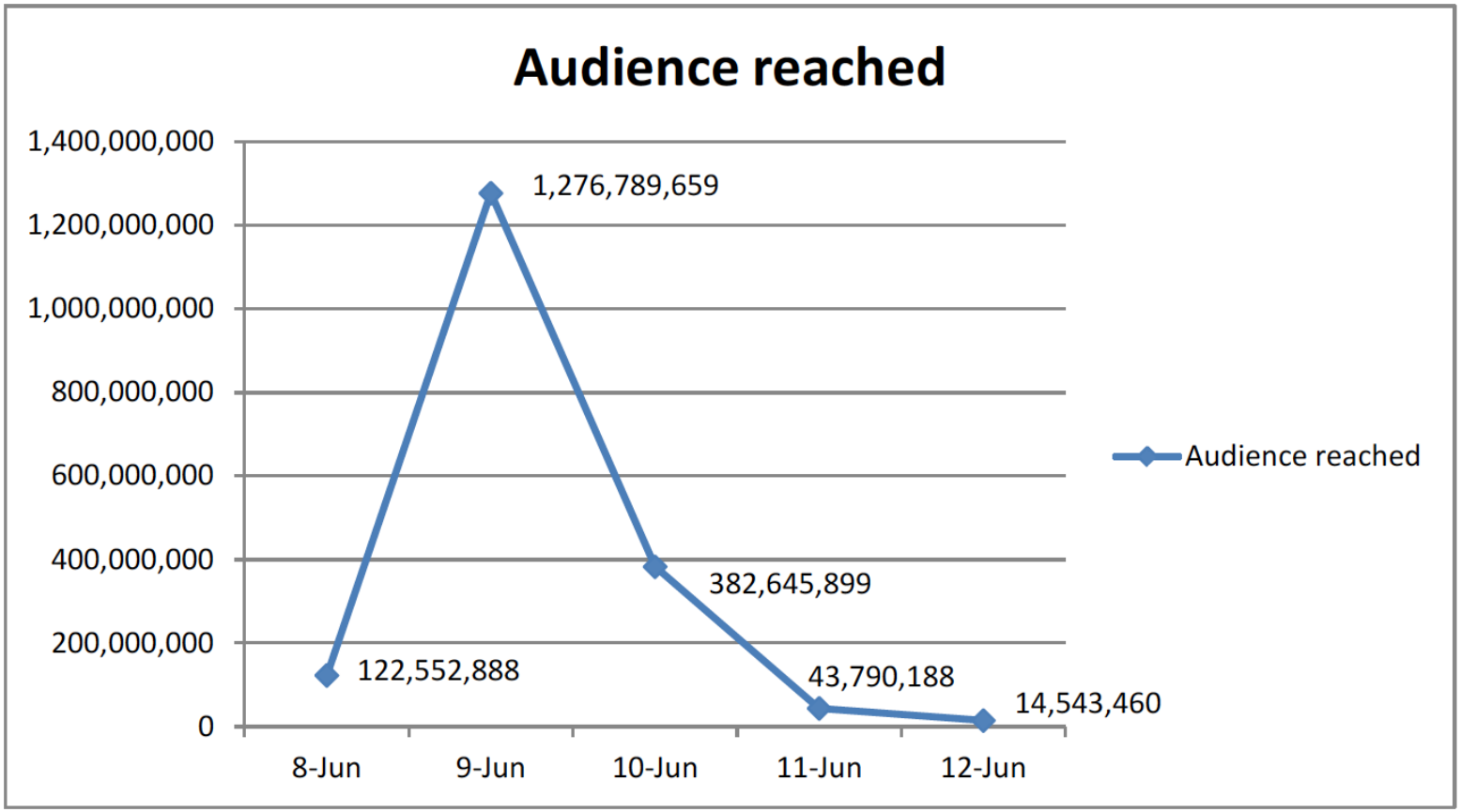
Bad Day at Work Goes Viral

- One person shared her post, complaining about the employee's affiliation with the attraction.
- Then another, and 10 more, and 100 more, until suddenly the original post had 51,000 shares and 19,000 comments.
- Within 24 hours the social media audience reach of the post jumped to more than 1.2 billion. It had gone viral.





Source: Meltwater Buzz. San Francisco, CA: Meltwater; 2016.



Source: Meltwater Buzz. San Francisco, CA: Meltwater; 2016.

Responding to the Crisis

- Set up a war room to monitor online conversations.
- Moderated Facebook comments, tracked stats, engaged fans.
- Posted a statement distancing the company from the employee, ultimately resolving the issue within four days.



Responding to the Crisis

- Fans defended their beloved attraction.
- They made it clear that one employee's bad decision did not reflect the organization's values.
- Strategic approach protected the client's brand.



“ In the past, a public relations professional could work quickly to **get ahead of a story ... with proactive communications** to tell the client's side of the story.

Today, the story will take on a life of its own on social media **before that press release is even drafted.** ”

- Grant Fuller, 2016



Coordinating Your Response

An Approach to Consider

- Refine strategy, messages, talking points ASAP.
- Go straight to Twitter, move to Facebook.
- Continue media relations effort.
- Commit to monitoring, moderation, engagement.



The Crisis Checklist

Follow Everything.

- Make best use of monitoring software.
- Watch competitors, detractors, hashtags.
- Set up Google Alerts.

1



The Crisis Checklist

Take Control.

2

- When you proactively explain, it is news.
- If detractors get ahead of you, it is an investigation.
- Be honest and forthcoming on public platforms.



The Crisis Checklist

Identify doers and deciders.

- Doers draft materials, implement approved plan.
- Deciders map out the crisis response, take action.
- Better they work together, smoother the response.

3



The Crisis Checklist

Don't let the perfect be the enemy of the fast.

4

- Speed is the king of crisis response online.
- Execute strategy; nail down key messages.
- Communicate openly with the public.



The Crisis Checklist

Don't let the fast be the enemy of the truth.

5

- Speed can work against inexperienced teams
- Drill down on what happened and what you will say
- Make sure deciders are on board before posting



The Crisis Checklist

Never swing at a dirt pitch.

- Sometimes silence is golden
- Don't let detractors pull you into an online fight
- Try to quickly shift conversation to offline channels

6



The Crisis Checklist

Do not dig a deeper hole.

- Don't compound one mistake with another.
- Think before you speak.
- Speak—then stop for a while.

7



The Crisis Checklist

Be authentic.

- People crave authenticity.
- Be as open as you possibly can, as quickly as you possibly can.



8



Planning Ahead

Anticipate the Next Crisis

- Alert social team about upcoming issues.
- Prepare posts to potential responses in advance.
- Potential triggers:
 - litigation
 - facility expansion or renovation.
 - workforce reductions, unit closures.

Source: <http://www.odwyerpr.com/story/public/5607/2015-10-20/using-social-media-during-healthcare-crisis.html>

What We Covered Today:

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Questions?

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