

# FOCUS AREA 3

## WORKSHEET:

### Communication

Complete this worksheet if “communication” is a high-priority Focus Area for efforts to improve foodborne disease outbreak-related activities in your agency or jurisdiction. (NOTE: The term “agency/jurisdiction” refers to the entity for which your workgroup is making decisions. See your completed “Preliminaries” worksheet for a definition.)

List the individuals participating in the discussion of this Focus Area (and their affiliations).

To help you understand what is included in this Focus Area, review the following goals and keys to success.

**GOALS FOR COMMUNICATION:**

The agency/jurisdiction lays the groundwork for good communication with key individuals, both internal and external to the agency, before an outbreak occurs.

**1. PRIORITIZE THE KEYS TO SUCCESS FOR COMMUNICATION**

“Keys to success” are activities, relationships, and resources that are critical to achieving success in a Focus Area. Determining whether an agency/jurisdiction has a particular key to success in place is somewhat subjective. Metrics, such as measures of time (e.g., rapidly, timely, and quickly), have not been defined. Your workgroup should provide its own definitions for these terms, as is appropriate for your agency/jurisdiction, and use its best judgment in deciding whether a particular key to success is fully or partially in place. Rate the priority for implementing each key to success based on its likely impact on foodborne outbreak response at your agency/jurisdiction and available resources. Use a scale of 1 to 5 to rate each key to success (1=low priority for implementation, and 5=high priority for implementation). If a key to success is already in place in your agency/jurisdiction, check the appropriate box. If a key to success is not relevant to your agency/jurisdiction, select N/A.

Already in Place	Priority for Implementation or Improvement in Your Agency/Jurisdiction LOW ----- HIGH
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**Contact lists**

- Agency/jurisdiction identifies key individuals and organizations related to outbreak response before an outbreak occurs, including members of the outbreak response team, officials inside the agency, contacts at external agencies (i.e., other local, state, and federal agencies), and the media.

1
2
3
4
5
N/A

Notes (activities, procedures, or comments):

- Agency/jurisdiction establishes and frequently updates contact lists for key individuals and organizations.

1
2
3
4
5
N/A

Notes (activities, procedures, or comments):

Already in Place	Priority for Implementation or Improvement in Your Agency/Jurisdiction LOW ----- HIGH
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**Communication practices**

- Agency/jurisdiction has procedures for communicating with key individuals and organizations. Procedures are written and easily accessible by staff.

Notes (activities, procedures, or comments):

① ② ③ ④ ⑤ N/A

- Agency/jurisdiction has staff trained in communicating with the media and risk communication.

Notes (activities, procedures, or comments):

① ② ③ ④ ⑤ N/A

- Agency/jurisdiction identifies a person(s) responsible for external communication on behalf of the agency/jurisdiction during each outbreak response (i.e., public information officer).

Notes (activities, procedures, or comments):

① ② ③ ④ ⑤ N/A

**Making changes**

- Agency/jurisdiction involves investigation and response team members in a debriefing or after-action review following each outbreak response to improve future investigation practices and to prevent future outbreaks based on lessons learned.

Notes (activities, procedures, or comments):

① ② ③ ④ ⑤ N/A

- Agency/jurisdiction has performance indicators related to communication and routinely evaluates its performance in this Focus Area and tracks progress as part of its continuous process improvement program(s).

Notes (activities, procedures, or comments):

① ② ③ ④ ⑤ N/A

## 2. PRIORITIZE CIFOR GUIDELINES RECOMMENDATIONS TO ADDRESS NEEDED IMPROVEMENTS

Having identified activities and procedures in need of improvement, review the CIFOR Guidelines recommendations related to this Focus Area (listed below). Rate the priority for implementing each recommendation based on its likely impact on foodborne outbreak response at your agency/ jurisdiction and available resources. Use a scale of 1 to 5 to rate each recommendation (1=low priority for implementation, and 5=high priority for implementation). If a recommendation is already in place in your agency/jurisdiction, check the appropriate box. If a recommendation is not relevant to your agency/jurisdiction, select N/A. **Refer to the blue underlined section number following each recommendation to view the recommendation as it appears in the CIFOR Guidelines.**

Already in Place	Priority for Implementation or Improvement in Your Agency/Jurisdiction LOW ----- HIGH					
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### Contact Lists

<ul style="list-style-type: none"> <li>Prepare contact information (including after-hours information) for people in the agency who should be contacted in the event of an outbreak, including backup personnel. <a href="#">(3.5.1)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Prepare contact information (including after-hours information) for contacts in external agencies (e.g., other local, state, and federal agencies). <a href="#">(3.5.1)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Prepare contact information (including after-hours information) for important food industry contacts, including trade associations. <a href="#">(3.5.1)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Ensure that all contact lists are updated regularly and, when feasible, made available to all stakeholders in both electronic and hard copy formats. <a href="#">(3.5.1)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Distribute a list of your agency's contacts to other agencies, and obtain a list of their contacts. Provide the contact list in electronic and hard copy formats. <a href="#">(3.5.1)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Develop a group electronic distribution list for rapid information sharing with those who should be contacted in the event of an outbreak. <a href="#">(3.5.1)</a></li> </ul>	1	2	3	4	5	N/A

*Additional ideas:*

### Communication Practices – Internal (outbreak response team and their organizational units and agencies)

<ul style="list-style-type: none"> <li>Ensure that members of the outbreak response team know each other before an outbreak occurs. <a href="#">(3.5.2)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Establish and use routine procedures for communicating among outbreak response team members and their units and agencies before an outbreak occurs. <a href="#">(3.5.2)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Define a formal communication process for agencies of the outbreak response team for use during outbreaks. Options include daily phone calls and routine email alerts. <a href="#">(3.5.2)</a></li> </ul>	1	2	3	4	5	N/A

Already in Place	Priority for Implementation or Improvement in Your Agency/Jurisdiction LOW ----- HIGH					
<ul style="list-style-type: none"> <li>Decide who, based on roles, will be notified when an outbreak is suspected, including any changes in notification according to the nature of the outbreak (e.g., pathogen type, involvement of commercial product) and timing (weekends and holidays versus weekdays). <a href="#">(3.1)</a> <a href="#">(3.2.1)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Determine whether and how confidential information (e.g., forms and questionnaires) can be shared within the outbreak response team before an outbreak occurs. <a href="#">(3.5.2)</a> <a href="#">(7.4)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>During an outbreak response, maintain close communication and coordination among outbreak response team members. <a href="#">(3.5.2)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>During an outbreak response, identify persons who will be responsible for external communication on behalf of their organizational unit and for the outbreak response team. <a href="#">(3.5.2)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>During an outbreak response, communicate actions taken and new outbreak information to all members in the outbreak response team. Ensure the public information officer is routinely updated to ensure appropriate messaging to the public and media. <a href="#">(6.2)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>During an outbreak response, arrange for the outbreak response team to meet daily to update the entire team in a timely manner. <a href="#">(3.5.2)</a></li> </ul>	1	2	3	4	5	N/A

*Additional ideas:*

### **Communication Practices – External agencies** ***(other local, state, and federal agencies)***

<ul style="list-style-type: none"> <li>Develop standardized processes (including notification triggers and timelines) for sharing information with other local, state, and federal agencies, including those who will notify the next level of public health, environmental health, or food-regulatory agencies. Commit to notifying collaborating agencies as soon as possible in the outbreak investigation process. <a href="#">(3.5.2)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Identify an agency lead on interactions with other agencies, ideally the lead investigator. Establish procedures for coordinating communication with these entities to provide consistent messaging and accurate information flow. <a href="#">(3.2.1)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Foster working relationships with other agencies, holding joint meetings and planning sessions before an outbreak occurs. <a href="#">(3.2)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Establish processes for participating in multiagency, multijurisdictional conference calls and train staff in conference call etiquette. <a href="#">(3.5)</a> <a href="#">(7.4.2)</a></li> </ul>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Determine whether and how confidential information can be shared with other local, state, and federal agencies. <a href="#">(3.5.2)</a> <a href="#">(7.4)</a></li> </ul>	1	2	3	4	5	N/A

	Already in Place	Priority for Implementation or Improvement in Your Agency/Jurisdiction					N/A
		LOW	-----	HIGH			
<ul style="list-style-type: none"> <li>Identify and regularly communicate with agencies or organizations that receive possible foodborne illness complaints (e.g., agriculture agencies, facility licensing agencies, poison control centers) and ensure that they have current contact information for your staff. <a href="#">(3.5.1)</a></li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Rapidly post subtyping results to PulseNet and report newly detected clusters to PulseNet and Foodborne Outbreak listservs. <a href="#">(4.1.3)</a></li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Document every outbreak investigation using a standard form to facilitate inclusion in state and national outbreak databases. <a href="#">(6.6.5)</a></li> </ul>		1	2	3	4	5	N/A

*Additional ideas:*

### **Communication Practices – Public**

<ul style="list-style-type: none"> <li>Establish standard channels of communication with the public before an outbreak occurs and use those same channels each time a public health issue arises about which the public may seek information. <a href="#">(3.5.2)</a></li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Identify an agency lead on interactions with the public, ideally someone trained in communication, such as the public information officer. Establish procedures for coordinating communication with the public to provide consistent messaging and accurate information flow. <a href="#">(3.5.2)</a></li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Create templates for communication with the public (e.g., fact sheets), focusing on the most common foodborne diseases before an outbreak occurs. <a href="#">(3.5.2)</a></li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Establish relationships with consumer groups that might help disseminate information about foodborne disease outbreaks and disease prevention messages. <a href="#">(3.5.2)</a></li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Periodically issue foodborne disease prevention messages or press releases to ensure the public knows with whom to communicate and where information will come from during an outbreak. <a href="#">(3.5.2)</a></li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Since the public obtains news from multiple sources, use all available sources to disseminate information (e.g., the internet, television, radio, newspapers, and social media). <a href="#">(6.2)</a></li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Attempt to reach all members of the population at risk, including non-English-speaking and low-literacy populations. <a href="#">(6.2.2)</a></li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Create and test web-based tools for communication with the public (e.g., blast emails, survey instruments). <a href="#">(3.5.2)</a></li> </ul>		1	2	3	4	5	N/A

	Already in Place	Priority for Implementation or Improvement in Your Agency/Jurisdiction					N/A
		LOW	-----	HIGH			
<ul style="list-style-type: none"> <li>Adopt a standard format for reporting risk information to the public. Decide in advance how to communicate the naming of implicated establishments based on local legal guidelines and whether risk of transmission is ongoing. (6.2)</li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Adopt standard scripts in plain language for reporting complex procedural or technical information to the public. (6.2)</li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>In communicating with the public during an outbreak, provide practical measures that the public can take to decrease risk of illness (e.g., avoidance of known high-risk foods or special instructions for their preparation). Also, provide basic food-safety messages and information about how to contact public health authorities to report suspected related illnesses. (3.5.2)</li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Test messages to the public with representatives of the target population before releasing them. (3.5.2)</li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Guide staff on how to respond to and communicate with upset members of the public. (3.5.2)</li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Make copies of summary reports from each outbreak response available to members of the public who request them. (6.6.5)</li> </ul>		1	2	3	4	5	N/A

Additional ideas:

### **Communication Practices – Media**

<ul style="list-style-type: none"> <li>Identify an agency lead on media interactions, ideally someone trained as a public information officer. (3.5.2)</li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Obtain media training for primary agency spokespersons. (3.5.2)</li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Establish procedures for coordinating agency communication with the media. (3.5.2)</li> </ul>		1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Establish standard communication channels with the media (e.g., website, telephone number), and use those same channels each time a public health issue arises about which the media might seek information. Identify primary contact persons from major local media outlets. Know routine deadlines and time frames for reporting news through major local media outlets (e.g., the deadline for having news from a press release appear in the evening newspaper). (3.5.2)</li> </ul>		1	2	3	4	5	N/A

Additional ideas:

Already in Place	Priority for Implementation or Improvement in Your Agency/Jurisdiction LOW ----- HIGH					
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**Making Improvements**

<ul style="list-style-type: none"> <li>Conduct a debriefing following each outbreak response with all members of the outbreak response team to identify lessons learned. (<a href="#">3.6</a>)</li> </ul>	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Prepare summary reports for all outbreaks consistent with the size and complexity of the response. Use the reports as a continuous quality improvement opportunity. (<a href="#">Box 6.6</a>)</li> </ul>	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> <li>Make copies of summary reports available to all outbreak response team members, their units, agencies, and persons responsible for implementing control measures. (<a href="#">6.6.5</a>)</li> </ul>	<input type="checkbox"/>	1	2	3	4	5	N/A

*Additional ideas:*



### 3. MAKE PLANS TO IMPLEMENT SELECTED CIFOR GUIDELINES RECOMMENDATIONS

For each CIFOR Guidelines recommendation selected in the previous steps (or idea formulated by the workgroup), identify who will take the lead in implementing the recommendation and the time frame for implementation (e.g., a specific completion date or whether the change is likely to require short-, mid-, or long-term efforts). If certain actions must precede others, make a note of this and adjust the time frame. In addition, consider factors that could positively or negatively influence implementation of the recommendation and ways to incorporate the recommendation into your agency's/jurisdiction's standard operating procedures.

CIFOR recommendations or other ideas from previous steps	Lead person	Time frame for implementation	Notes (e.g., necessary antecedents, factors that might influence implementation, ways to incorporate the recommendation into standard operating procedures)

*One person should be given responsibility for monitoring progress in implementing the above CIFOR Guidelines recommendations. Follow-up should occur at specified checkpoints (e.g., 3, 6, 9, and 12 months after the start of the Toolkit process), and results should be shared with the entire workgroup.*

DATE WORKSHEET COMPLETED: \_\_\_\_\_

NEXT DATE FOR FOLLOW-UP ON PROGRESS: \_\_\_\_\_