Public Health
Prevent. Promote. Protect.

Franklin County Health Department

ACCREDITED HEALTH DEPARTMENT

PHAB

Advancing public health performance

PUBLIC HEALTH ACCREDITATION BOARD

Positive **Risk**
Communication Information Trust
Culturally Sensitive Media
Public Non-Emergency Community Partners
Event Relationships
Emergency Professional Impact Plan Expertise
PIO Crisis Coordination

Franklin County Health Department
Risk Communication Plan

December 1, 2015
Updated December 2017

RECORD OF CHANGES

Date	Page(s)	Revision Description(s)
4/3/2016	2	Added Acronym List table
10/25/2016	Appendix	Updated and Signed Copies of ICP 23 and 24
6/21/2017	Appendix	Updates to Media Contact
12/18/2017	3	Director of Nursing – Sally Brunner upon retirement of Tammie Bertram.
12/18/2017	9 & 15	Added Facebook Live as communication method
12/18/2017	Appendix	Updated Vulnerable Populations Contact List and Media Contact

Acronyms or Abbreviation	Definition or Term
HAN	Health Alert Network
CERC	Crisis and Emergency Risk Communication
COOP	Continuity of Operations Plan
EOC	Emergency Operation Center
ESF	Emergency Support Function
FCEM	Franklin County Emergency Management
FCHD	Franklin County Health Department
HIPAA	Health Insurance Portability and Accountability Act
ICS	Incident Command System
IT	Information Technology
JIC	Joint Information Center
JIS	Joint Information System
KDPH (DPH)	Kentucky Department for Public Health
PHEP	Public Health Emergency Preparedness
PIO	Public Information Officer
POD	Point of Dispensing
SME	Subject Matter Expert
SNS	Strategic National Stockpile

General

Franklin County Health Department (FCHD) works to Prevent. Promote. Protect. Franklin County. Prevent epidemics and spread of disease, protect against environmental hazards, prevent injuries, promote and encourage healthy behaviors, respond to disasters and accessibility of health services through a public health emergency.

FCHD relies on the Public Health Information Officer (PIO), Public Health Director, Franklin County Emergency Management (FCEM) and FCHD Leadership and Communication Team to carry out this risk communication plan. The PIO is responsible for providing public health services during the response and recovery phases of a public health emergency, disaster, outbreak or other unusual event. Additionally, Franklin County community relies on FCHD to relay information in a timely, professional, easy to understand manner in not only a public health emergency, disaster or outbreak but in non-emergent situations. (Please refer to FCHD policies ICP 23 and 24 for more communication and branding policies – Appendix A) (Please see non-emergent protocols on page 7.)

Purpose

This plan is designed to provide an overview of the communications and media protocols the health department will follow during a public health crisis or emergency with public health consequences. It outlines the decisions and activities that will be taken for a timely, effective response. This plan applies to all public health issues impacting Franklin County.

The plan is not s step-by-step or how to document and it does not replace appropriate training in Crisis and Emergency Risk Communication.

This plan does, however, address:
- How information is provided for a given situation
- How information is provided 24/7
- Roles, responsibilities and chain of command
- Dissemination of information
- Media partnerships
- Messaging
- Coordination with community partners, local health departments and the Kentucky Department for Public Health (KDPH)

This plan incorporates the use of the following resources:
- Franklin County Health Department Policy ICP-23&24
- Franklin County Health Department 2012 Risk Communication Plan
- Centers for Disease Control and Prevention Crises and Emergency Risk Communication (CERC) manual (2014 edition). Complete Plan in Appendix D
- Kentucky Department for Public Health(KYDPH) Risk Communications Plan ESF 8
- FEMA National Incident Management System Implementation Guidelines

Guidance

Information is disseminated according to the following guidelines:

- The public has the right and need to know lifesaving and other important information related to public health, emergencies or disasters and the information will be delivered in accessible, culturally sensitive and linguistically appropriate communication formats as soon as it is approved for public dissemination. The readability needs of the audience or client are taken into consideration when developing or providing materials to the public.
- The news media plays a key role in assisting FCHD to disseminate emergency or disaster-related information to the public. Representatives of the news media are, therefore, treated with respect warranted by that role.

FCHD Communication Team Members:

Public Health Director
Judy Mattingly, Public Health Director III

Public Information Officer
Brittany Parker, Public Health Services Manager

Web Master
Ina Ponder, Health Educator II
Becki Casey, Human Resource Manager

Emergency Preparedness Coordinator
Jennifer Bardroff, Emergency Preparedness Manager

Community Education
Debbie Bell, Health Education Supervisor
Secondary PIO

Nursing
Sally Brunner, Nurse Administrator

Planning Assumptions

The following assumptions describe a typical environment in which the FCHD Risk Communication Plan would be activated in whole or in part:

- A crisis, emergency, or disaster is a dynamic situation in which time frames to receive and communicate information are compressed, and misinformation must be addressed;
- The EOC will be activated, at the discretion of the FCHD Director and Emergency Preparedness Coordinator, to support Emergency Support Function (ESF) 8 operations;
- The Kentucky Department for Public Health (KDPH) will open the State Emergency Operation Center (SEOC) to support major emergency responses within the state;
- FCHD PIO staff will support local risk communication operations upon request;
- Social media outlets play an important role in the dissemination of information to the public;
- Risk communication messages and strategies must consider at-risk, isolated, and access and functional needs populations;
- During a significant public health response requiring 24/7 operations, FCHD public information staff will be available (on-call, virtually, or in-person) 24-hours a day as determined by the FCHD Director and Emergency Preparedness Coordinator.
- FCHD maintains a 24/7 contact for emergencies. This information can be found on FCHD's website at www.fchd.org or when calling the main line afterhours will direct caller to after hour's answering service (Franklin County 911). If deemed a true public health emergency contact is made to the FCHD Director and the emergency phone tree will be initiated.
- Disaster-related information is collected and disseminated through FCHD or the Emergency Operations Center (EOC) Joint Information Center (JIC).
- Non-Emergent public health information is collected and disseminated through FCHD and follow the same protocols as crisis emergency information and can be bound on page 7.
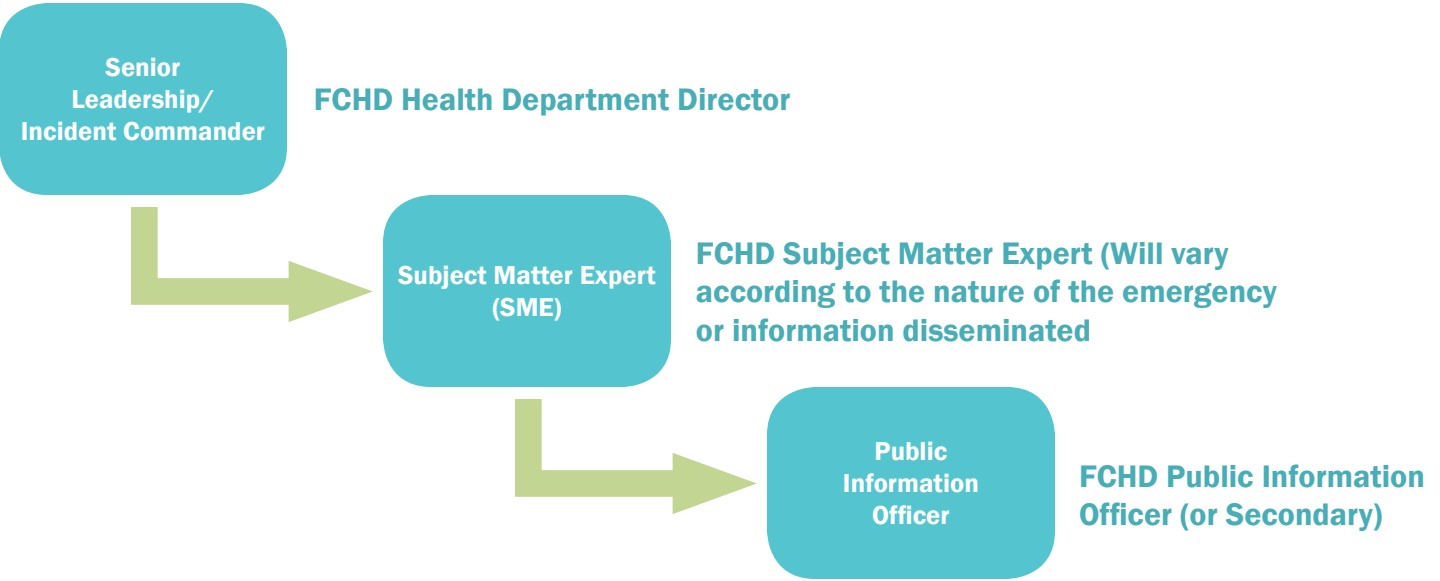

- FCHD's Communication Team generally disseminates information about areas within the County's jurisdiction only, but makes referrals to, and coordinates with, other jurisdictions. This communication will be coordinated through the responding jurisdiction's PIO or a representative present at the jurisdictional EOC. In addition, other agency's websites can be linked to the Franklin County Health Department website.
- The Communication Team initiates and responds to local and national news media, providing information at regular and frequent press briefings as information becomes available. Questions from news media representatives are answered completely and truthfully to the extent possible from information available.
- Only information verified/approved by the Public Health Director and PIO can be disseminated by the appropriate Communication Team member or agency personnel.
- Refer to FCHD Communications Policy ICP-24 for additional guidelines (see Appendix A)

Situation Overview

The most recent hazard analysis for Kentucky includes the following scenarios: dam failure, drought, earthquake, extreme temperature, flood, hail storm, karst/sinkhole, mine/land subsidence, landslide, severe storm, severe winter storm, tornado and forest fire. The steps and procedures outlined in this plan shall be used to direct public health risk communication activities associated with any of these events, unforeseen public health emergency, or internal crisis.

Internal Clearance and Approval Procedures

Only the Public Health Director, Public Information Officer or designee will release information to FCHD employees, community partners, other governmental agencies, local health departments or the media. The following FCHD staff will approve information before it is released. When possible, this clearance will be completed simultaneously and in person.

FCHD Health Department Director

FCHD Subject Matter Expert (Will vary according to the nature of the emergency or information disseminated

FCHD Public Information Officer (or Secondary)

If the FCHD Public Health Director is not available for messaging approval, the subject matter expert may give approval to the public health information officer to disseminate information to media sources, surrounding local health departments and governmental agencies, community partners, etc.

All information released to employees, to the public, to the media and to partners will be internally cleared and provided in a timely manner. Every effort will be made to obtain pre-event clearance of crisis and emergency risk communication messages. In a crisis or emergency, information voids will be filled by others. In a crisis or emergency, would normally take several days to get the proper clearances, cross clearances and coordination must be done in minutes. If non-emergency communication is needed the same clearance protocol is completed and information released in a timely manner.

Organization And Assignment Of Responsibilities

Incident Commander/Public Health Director- primary communication advisor, activates the risk communication plan, provides updates, knows incident specific policy, science and situation, reviews and approves materials or release to media, the public and partners, determines the operational hours/days and ensures that resources are available.

Subject Matter Expert (SME) – may serve as the spokesperson, meet with media and handle their questions, coordinate with public health director and PIO do determine key messaging, use knowledge and skills to provide information as the SME and other duties as assigned per incident.

Public Information Officer (PIO) – conducts media briefings, visits the site as warranted and appropriate, serves as public relations counselor to senior officials, manages media activity where necessary, coordinates necessary public relations activities with all other agencies, coordinates with SME and Incident Commander in key message, obtains required clearance of materials release and other duties as assigned per incident.

Risk Communication Team – Other members of the team help in coordinating message points, help the public health director, SME and PIO in media release efforts and other duties as assigned.

Multiple Agency JIC

If a multiple agency Joint Information Center (JIC) activated, the lead PIO designated by the Emergency Manager will release information to the media. The above referenced staff will clear information provided to the JIC PIO for release to the media.

News Media Communications

1. Unless FCHD is participating in a Joint Information Center (JIC), the Public Health Director or PIO is responsible for coordinating the response to press inquiries.
2. All media inquiries to FCHD must be referred to the designated PIO or Public Health Director at 502-564-4269 during business hours.
3. All requests for media interviews must be coordinated through the PIO or Public Health Director.
4. PIO or Public Health Director will arrange an interview with designated FCHD management staff, or refer the reporter to another source
5. All FCHD press releases and news conferences will be issued, called or authorized by the Public Health Director. Employees who wish to issue a press release should submit draft releases to the Public Health Director for review and distribution to the media.
6. In a major event, news conferences should be held on a regular basis with the media.
7. Information will be released by rapid FAX via 502-564-9586.
8. PIO will disperse hotline numbers (i.e., CDC, Poison Control, FCHD) to the media and the public.

News Dissemination Methods

- Individual Interviews – used to respond to individual media request for information.
- News Releases – Used to disseminate important information to news media. This may be distributed through blast fax and/or e-mail.
- Updates –posted to FCHD website at www.fchd.org, Facebook, Facebook Live, Twitter, other social media outlets.
- News Conferences – held only when major developments occur or major announcements need to be made, to convey information to all interested news media at once.
- Media Briefings – Similar to news conference but held daily (or regularly scheduled through the day) to provide information to all interested news media at once. Briefings are rarely held, except in times of extensive and continuing media interest in developing situations.

Media contact lists can be found in the appendix and is updated quarterly by FCHD's PIO. (See Media Contact List – Appendix B)

Coordination with Community Partners, Governmental Agencies and other Local Health Departments

Coordination with community partners will help convey public health information messages to effectively reach the intended target audience. Public health information messages tailored towards specific audiences will be distributed to community partners that work with these audiences in their every day job duties. Community partners are a vital resource for FCHD when communicating public health information and will be utilized appropriately. Additionally, if FCHD has overlapping jurisdiction with response partners, such as local health authorities, health care organizations, governmental agencies or law enforcement the PIO will coordinate with appropriate partners prior to the release to the media.

FCHD's staff involvement in various coalitions, workgroups, and community meetings implemented throughout Franklin County over the years has enabled positive relationships to form. The Primary PIO is responsible for maintaining and updating the media contact list and vulnerable populations list.

The subsequent guidelines will be followed when informing and/or coordinating with community partners, governmental agencies and other local health departments to promote the dissemination of consistent and unified public health messages that are accurate and appropriate for the target audience.

1. In the event that specific FCHD public health messages should be disseminated to a particular community partner(s), FCHD primary PIO and/or designated staff member will utilize the media contact list and/or vulnerable populations list form to disseminate this information to the appropriate contact person via the appropriate communication mode

2. In the event that specific health messages must be coordinated with a particular community partner(s), FCHD primary PIO and/or designated staff member will utilize the media contact list and/or vulnerable populations list to contact the appropriate contact person via the appropriate communication mode and work with this person to develop and implement a unified public health message.

3. FCHD shall respond to community partner coordinating requests within 24-48 hours. The primary PIO can assign any requests to other staff that involve the areas for which they are responsible.

4. FCHD shall notify appropriate agencies/community partners of enforcement actions, when applicable.

Continuity of Operations

During a response, the demand for response related information may overwhelm the ability of staff to handle regular operations. In this case, FCHD's Continuity of Operations Plans (COOP) should be referenced or activated to decide which functions can be ceased and what must continue. The PIO and JIC may play an active role in developing internal messages to ensure essential functions identified in the COOP are maintained.

Risk Communication Procedures

Six Principles of Effective Crisis and Risk Communication:
1. **Be First:** Crises are time-sensitive. Communication information quickly is almost always important. For members of the public, the first source of information often becomes the preferred source.
2. **Be Right:** Accuracy establishes credibility. Information can include what is known, what is not known, and what is being done to fill in the gaps.
3. **Be Credible:** Honesty and truthfulness should not be compromised during crises.
4. **Express Empathy:** Crises create harm, and the suffering should be acknowledged in words. Addressing what people are feeling, and the challenges they face, builds trust and rapport.
5. **Promote Action:** Giving people meaningful things to do calms anxiety, helps restore order, and promotes a restored sense of control.
6. **Show Respect:** Respectful communication is particularly important when people feel vulnerable. Respectful communication promotes cooperation and rapport.

Risk communication during a public health crisis, disaster, outbreak, or other threat is essential to informing the public of severity of situation and to prevent public alarm and misconception. The health department must be prepared to communicate vital information during public health emergency. FCHD shall serve as a resource for preventing public alarm by dealing with misconceptions or misinformation. FCHD's designee in a public emergency must monitor social media and news sites/reports to determine if misinformation is being shared. FCHD's PIO or designee will clarify misconceptions by contacting local media outlets and inform them of corrections.

Non-Emergent Communications Procedure:

- Media Inquiries - If the media should call any Health Department personnel directly, (the media will be asked, "Have you spoken with our Public Information Officer?" Employees will assist with immediately putting the media representative in touch with the PIO or FCHD Director. The PIO or Director will accept the call/e-mail, determine what the inquiry is about and refer the media to the designated contact personnel if he/she is unable to field the request. Promptness in getting back to the media by the PIO, Director or assigned contact personnel is pertinent. All FCHD employees will treat media requests as a priority. If the assigned contact person is unable to return the media's call or e-mail within 30 minutes, the PIO will be make contact with the media informing them of exactly when their call can be returned.
- Media Spokesperson – The PIO determines the appropriate spokesperson based on the media request. In general, FCHD Communication Team and/or the Public Health Director serve as spokespersons. Program staff may do media interviews that are pertinent to the program with which they work. When Board of Health members speak on behalf of the Board or FCHD, their media contact is coordinated through the PIO or the Public Health Director.
- Community Coordination – Community Partners are informed regarding FCHD services and programs so that communities and FCHD send unified public health messages. In addition, FCHD participates in various Community Coalitions where coordination of community services and information are discussed and shared.

- Press Releases and Other Communication – FCHD shall provide both emergency and non-emergency public health information via various means of communication.
  □ Press Releases: The PIO edits and distributes press releases and public service announcements to the appropriate media contacts based on the content of the release and the needs of the media outlet. The PIO is listed as the contact person on each press release that is sent from the Health Department offices. The PIO is responsible for updating media contact information.
  □ Social Media: FCHD utilizes several social media outlets to distribute information to its employees, Board of Health, other health departments, the Kentucky Department for Public Health (DPH) & other Governmental agencies, community partners, and the general public. For instance, Facebook & Twitter are utilized to push pertinent information to the public several times each week. Such information includes availability of flu vaccine, whooping cough outbreaks & information, flu prevalence in the area, water boiling advisories, immunization schedule changes, new laws and statutes, etc.
  □ Website: FCHD's website is located at www.FCHD.org where information is posted about campus locations, hours of operation, FCHD Leadership, policies, community assessments, strategic plans, employment opportunities, programs & services, and links to pertinent health resources. The website is maintained under the supervision of the FCHD Leadership Team and IT/Marketing Coordinator and is updated frequently to provide current and pertinent information regarding health department services and happenings.
  □ E-mail: All employees have access to the FCHD e-mail and are encouraged to utilize e-mail as an efficient form of communication with state and federal agencies, other local health departments, emergency officials, utility company representatives, and other pertinent community partners.

Vulnerable and At-Risk Populations

The identification of target audiences, including vulnerable and at-risk populations, is the responsibility of the primary PIO and SME's. These personnel will work with the communication team to ensure information needs for these groups are assessed. The PIO will then work with the FCHD Director to ensure materials are produced in a manner that is appropriate for each target audience. Finally, the PIO will ensure that the messages are distributed to each vulnerable population in the optimal format. (Please see Appendix C for special/vulnerable populations) Text to speech, text to digital, translation services, interpreting services, and other solutions may be used to communicate with access and functional needs (AFN) and hard-to-reach populations.

Sensitive Information

During activation of FCHD Risk Communication plan staff will have access to a variety of information, some of which may carry a designation of "for official use only" or may fall under the protection of HIPAA. It is essential that sensitive information policies are followed during the development and dissemination of public information.

Limited Language Proficiency Populations

During a public health emergency FCHD staff translators will work in coordination with the PIO to develop and assist in dissemination of public health information to at-risk LEP populations.

In addition to Spanish translations, FCHD has identified multiple translation/interpreting services that may be used and assist with the development of public health emergency messaging.

Dissemination of Information in the Event of Technology Disruption:

Communication during a technology or power outage will pose extra challenges for public information staff. Depending on the type of disruption, use of low-technology communication methods may be necessary. These include but are not limited to the following:

- Flyers
- Mega phones
- School message boards
- Radio public service announcements to reach individuals with battery powered or hand-crank radios
- Wireless Internet connections (e.g., air cards, tablets, cell phones) may still function when land line and cable Internet is out.
- Megaphones (to address crowds)
- 800 MHz radio
- Door-to-door communication with partner agencies.

In addition to the methods listed above, there are several steps that JIC staff can take to prepare for a power outage.

- Keep a corded phone available at home and at workplaces (if not using VOIP). Cordless phones will not work during an outage, but corded phones may still work if phone lines are still intact.
- Keep a car phone charger as a backup for charging cell phones and keep back up batteries.
- Have a NOAA radio available. These radios typically allow for battery power and have a hand-crank. These should be kept with JIC staff and FCHD.
- Data based services such as text are less likely to be congested than voice networks.
- Be prepared to communicate via text, Twitter, Facebook, and other social media outlets during a disaster.
- Make sure to rotate out spare batteries on a regular basis.

Communication Methods

Multiple communication systems and platforms will be used to communicate with the media, the public, and stakeholder groups. A multifaceted approach will help risk communication messages reach their intended targets. The table below lists various communication systems and platforms along with the target audience(s) reached.

Communication System/Platform	Media	Public	Stakeholder
Call Center		X	
Conference Calls	X		X
Emergency Alert System		X	
Email	X		X
HAN			X
Low Tech (e.g., flyers, door-to-door)		X	
News Conferences, Briefings	X		
Social Media (Facebook, Twitter, etc.)	X	X	X
State Emergency Call Center		X	
Telephone	X	X	X
Town Hall & Community Meetings	X	X	X
WebEOC			X

In addition to pushing out risk communication messages, it will be crucial for FCHD to maintain and expand public inquiry capabilities. The primary communication systems used for public inquiry are telephone, email, and social media. The following tactics can be used to expand public inquiry:

- Call centers and public inquiry lines (i.e., hotlines) can be established to handle a surge in call volume.
- Response-specific, dedicated email addresses will be created to handle additional questions and comments from the public.
- Social media activities can also be increased during a response to allow for more public inquiry and comment.
- Messaging functions on Facebook and Twitter can be used to provide web chat style communication between PIO staff and members of the public. Additionally, the use of Facebook Live.

Media Distribution Lists

Media distribution lists (email, phone, fax, physical address, etc.) will be maintained by FCHD's PIO on a quarterly basis. (See Appendix B) During a response, media contact lists will need to be updated more frequently to ensure timely dissemination of information to the news media. Additionally, HAN distribution lists will be continuously updated during regular (non-emergency) dissemination of health alerts, advisories, and updates.

Media Inquiries

If the media should call any Health Department personnel directly, (the media will be asked, "Have you spoken with our Public Information Officer?" Employees will assist with immediately putting the media representative in touch with the PIO or FCHD Director. The PIO or Director will accept the call/e-mail, determine what the inquiry is about and refer the media to the designated contact personnel if he/she is unable to field the request. Promptness in getting back to the media by the PIO, Director or assigned contact personnel is pertinent. All FCHD employees will treat media requests as a priority. If the assigned contact person is unable to return the media's call or e-mail within 30 minutes, the PIO will be make contact with the media informing them of exactly when their call can be returned.

Plan Development and Maintenance

The Risk Communication Plan will be reviewed on a biennial basis. FCHD's PIO is the lead staff person, with assistance from FCHD Communication Team. Both are responsible for integrating lessons learned, best practices and process improvements from any exercise After Action Reports and/or real events that were written after activation of the plan.

Revisions will be produced and reviewed by FCHD Leadership. This Plan will be housed at both campus' 100 Glenn's Creek in the Conference Room and at 851 E-W Connector behind the front desk. Furthermore, this plan will be open to public review on the FCHD public website (www.fchd.org) and to allow for electronic access for staff. The Plan will be shared with local health and emergency management partners to promote alignment between local and state-level emergency response planning.

ICP 23 – Branding Policy – Appendix A

Franklin County Health Department | 100 Glenn's Creek Road | 851 East-West Connector | Frankfort, KY 40601

Purpose: A good brand:

- Is a tangible manifestation of the organization's mission for internal and external audiences;
- Establishes a connection to shared community values, thereby building a stronger sense of connection with-and loyalty among-its allies, customers, partners, volunteers and donors; distinguishes an organization's unique promise or value in a competitive marketplace; speaks with a consistent voice that aligns with the value and values proposition of the organization as well as resonates with stakeholders;
- Helps break through the "communication clutter" to attract attention to, and understanding of, the organization and its mission;
- Both reflects and helps drive choices that are consistent with the organization's vision and strategic direction;
- Builds equity for the organization as a trusted and vital resource, which can help the organization weather challenges;
- Strengthens the organization's ability to engage customers and stakeholders, increasing philanthropic dollars and earned income; and
- Helps attract staff and board members, strategic partners and volunteers who share the organization's vision and values. (Metropolitan Group, 2010)
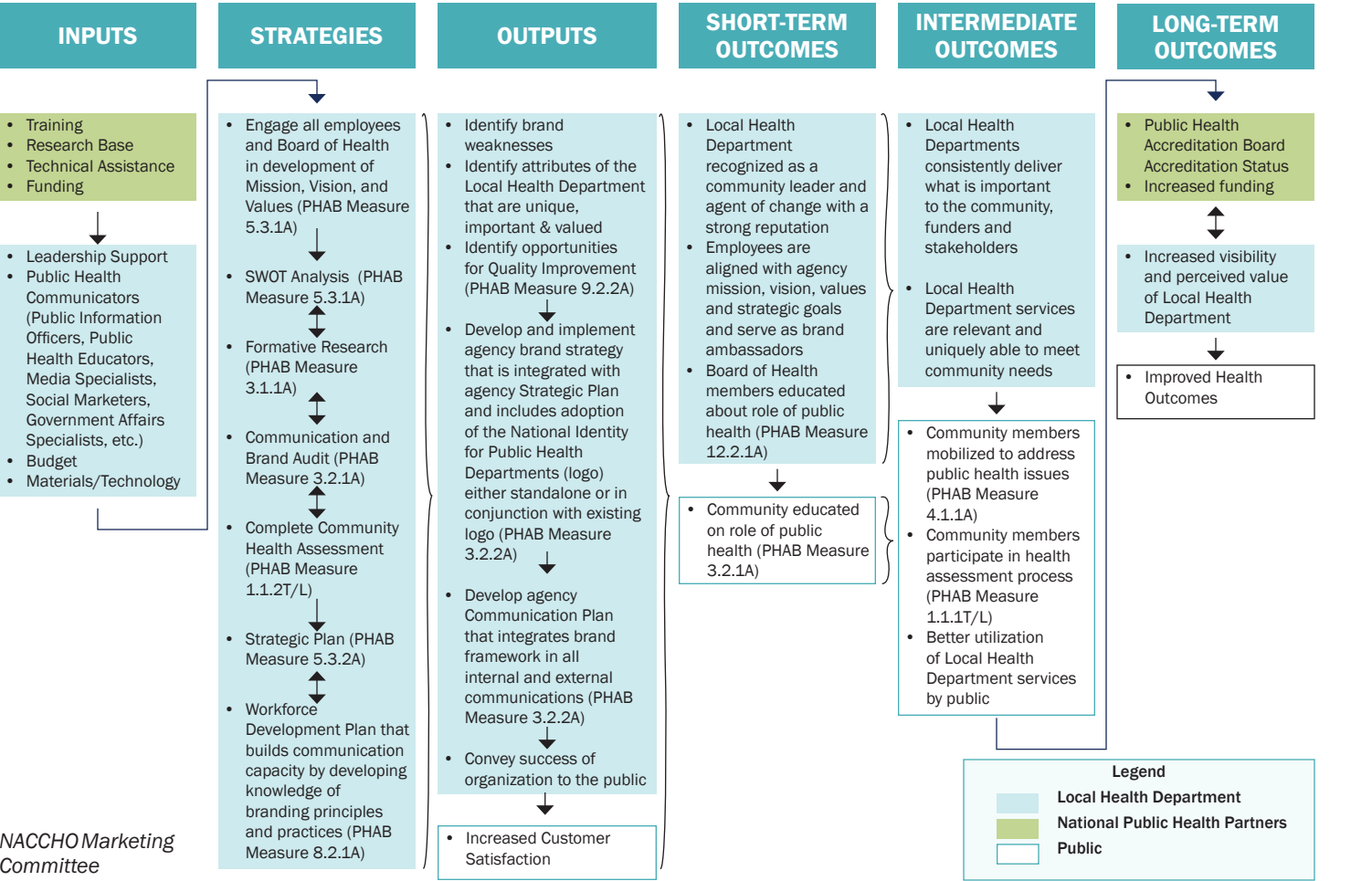
Policy

Staff: FCHD recognizes that a brand is much more than a logo and that brand relies heavily on the experience customers have with an organization, product or service. As Public Health Ambassadors, FCHD staff are the face of public health. Daily interactions with the public convey our brand to the community each day. Therefore, our branding strategy can only be as effective as our team makes it. Staff support and feedback are critical to creating and sustaining a brand that successfully improves community health in Franklin County. Workforce development efforts may include trainings regarding branding.

Strategic Planning: All staff will be included in FCHD's strategic planning process at least every five years, which is integrally linked to FCHD's brand. FCHD's brand should reflect the mission, vision and values developed by all staff after conducting a thorough stakeholder and SWOT analysis. FCHD's 2016-2021 Strategic Plan includes the following:

Mission: Prevent. Promote. Protect. Franklin County.
Vision: Live. Work. Play. Pray. HEALTHY!
Values: Accountability, Dedication, Empowerment, Equity, Excellence, Flexibility, Integrity and Respect.

In addition FCHD's 2016-2021 Strategic Plan also includes a goal to increase and strengthen branding efforts with objectives and strategies related to electronic media, traditional media and logo usage. Brand building is considered a strategic priority as depicted below.

Brand Building as a Strategic Priority

INPUTS	STRATEGIES	OUTPUTS	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM OUTCOMES
• Training • Research Base • Technical Assistance • Funding	• Engage all employees and Board of Health in development of Mission, Vision, and Values (PHAB Measure 5.3.1A)	• Identify brand weaknesses • Identify attributes of the Local Health Department that are unique, important & valued • Identify opportunities for Quality Improvement (PHAB Measure 9.2.2A)	• Local Health Department recognized as a community leader and agent of change with a strong reputation • Employees are aligned with agency mission, vision, values and strategic goals and serve as brand ambassadors • Board of Health members educated about role of public health (PHAB Measure 12.2.1A)	• Local Health Departments consistently deliver what is important to the community, funders and stakeholders • Local Health Department services are relevant and uniquely able to meet community needs	• Public Health Accreditation Board Accreditation Status • Increased funding
• Leadership Support • Public Health Communicators (Public Information Officers, Public Health Educators, Media Specialists, Social Marketers, Government Affairs Specialists, etc.) • Budget • Materials/Technology	• SWOT Analysis (PHAB Measure 5.3.1A) • Formative Research (PHAB Measure 3.1.1A) • Communication and Brand Audit (PHAB Measure 3.2.1A) • Complete Community Health Assessment (PHAB Measure 1.1.2T/L) • Strategic Plan (PHAB Measure 5.3.2A) • Workforce Development Plan that builds communication capacity by developing knowledge of branding principles and practices (PHAB Measure 8.2.1A)	• Develop and implement agency brand strategy that is integrated with agency Strategic Plan and includes adoption of the National Identity for Public Health Departments (logo) either standalone or in conjunction with existing logo (PHAB Measure 3.2.2A) • Develop agency Communication Plan that integrates brand framework in all internal and external communications (PHAB Measure 3.2.2A) • Convey success of organization to the public • Increased Customer Satisfaction	• Community educated on role of public health (PHAB Measure 3.2.1A)	• Community members mobilized to address public health issues (PHAB Measure 4.1.1A) • Community members participate in health assessment process (PHAB Measure 1.1.1T/L) • Better utilization of Local Health Department services by public	• Increased visibility and perceived value of Local Health Department • Improved Health Outcomes

NACCHO Marketing Committee

Legend

▮	Local Health Department
▮	National Public Health Partners
▯	Public

Audiences: FCHD aims to provide diverse audiences with a consistent communication and brand experience. Consistent branding makes FCHD initiatives more effective by helping our audiences understand how we work to protect and improve health and well-being across Franklin County. In order to understand what our messages will be, we need to take a look at our audiences. The tables below provide a breakdown of Franklin County's population by race/ethnicity, languages reported as primary languages and educational attainment level according to the U.S. Census Bureau (2014) as this should be considered when tailoring messaging. All communications should be written in plain language, communication that is understood the first time an audience reads or hears it.

FCHD interacts with different audiences in many ways. Regardless of the message, we communicate consistent, accurate and usable information when, how and where people need it. All FCHD audiences experience FCHD, its programs and services through our messages, information, customer service and visual identity. It is our job as Public Health Ambassadors to assure their experience is consistent and positive. All FCHD communication should be: timely, relevant, actionable, valuable and shareable. The table below lists FCHD audiences, examples of their communication needs and related communication channels.

Franklin County Population by Race/Ethnicity	Percentage
White	83.1
Black or African American	10.5
Hispanic or Latino	2.9
Asian	1.4
American Indian and Alaska Native	0.2
Native Hawaiian and Other Pacific Islander	0.0

Primary Languages	Percentage
English	94.8
Language other than English	5.2
Spanish or Spanish Creole	2.9
Other Indo-European languages	0.7
Asian and Pacific Island languages	1.0
Other languages	0.5

Education Level (Population 25 years and over)	Percentage
Less than 9th grade	5.4
9th to 12th grade, no diploma	8.2
High school graduate (includes equivalency)	32.2
Some college, no degree	22.7
Associate's degree	4.1
Bachelor's degree	17.0
Graduate or professional degree	10.4

Logo:

The logo is only a small visual part of FCHD's overall brand. The logo takes the experiences and expectation associated with FCHD and expresses them in a nonverbal way through layout, color, typography and graphic elements. Recognition of the logo translates into understanding and support for FCHD, if our identity has been successfully associated with an audience.

FCHD adopted the National Public Health Logo in 2007. As such the National Association of County and City Health Officials' (NACCHO) Public Health Identify Guide is attached. The guide specifies the colors, symbol, tag line as well as correct and incorrect usage of the logo.

As a Public Health Accreditation Board (PHAB) accredited health FCHD also utilizes the PHAB logo and/or accredited health department seal. As such the PHAB logo guidelines are also attached detailing colors and usage.

Co-branding with programs or partner organizations is sometimes appropriate and commonly practiced with MAPP, HRSEP, HANDS, WIC, etc. FCHD's PIO and/or Director can provide guidance when new co-branding efforts arise. The need to develop a new logo for projects will be determined on a case-by-case basis. All FCHD materials may also be marked with FCHD social media channel logos (FaceBook, Twitter, You Tube).

All external publication materials must include the FCHD logo on either the front or back cover. Exact placement is optional with the understanding that the logo will be easily identifiable so the reader will recognize the materials as those of FCHD.

Audience	Audience Needs	Communication Channels
General Public	□ Make a report or complaint □ Access FCHD services □ More information about a current topic □ Work for FCHD □ Speak to FCHD staff	• FCHD website • FCHD social media channels (Facebook, Twitter, You Tube) • DPH website • Chamber website • FCHD clinic and PHC • Health Education presentations • State Journal • Radio (Star, Froggy, Passport) • Cable 10
Academic Institutions	□ Access data, clients or sites □ Partner on a project □ Guidance on a topic □ Resources for their students and staff □ Internship sites □ Job information	□ FCHD website □ NACCHO model practice submissions
Clinical Providers	□ Report diseases □ Guidance on a topic □ Alerts about emerging diseases □ Resources for their patients and staff □ Continuing education opportunities	□ FCHD website □ KY HAN (Health Alert Network) □ DPH Reportable Disease website □ Surveillance Newsletter
Elected Officials	□ Updates about current topics □ Direct services or resources for their constituents □ Data □ Policy guidance	□ FCHD website □ FCHD Annual Report □ MAPP CHA/CHIP □ Board of Health □ Public Health Director updates/presentations
Media	□ Information about current topics □ FCHD staff to interview □ FCHD locations for photos or film	□ FCHD website □ FCHD social media channels □ Press releases □ Board of Health meetings □ FCHD staff interviews
Local Businesses	□ Permit □ County business □ Make a report or complaint □ Partner on a project □ Resources for their clients and staff	□ FCHD website □ County/City websites
Community Based Organizations (e.g., schools, faith based organizations, social services)	□ Access to data □ Direct services □ Guidance on a topic □ Resources for their clients and staff □ FCHD to endorse or share an upcoming event □ Partner on a project □ Funding □ Grant writing/Letters of Support	□ FCHD website □ MAPP presentations □ MAPP listserv □ Health Education presentations
Public Health Staff	□ Information about current topics □ Make accurate referrals to FCHD services □ Resources for their clients and staff	□ FCHD website □ FCHD intranet □ Monthly News and Views □ Annual Report □ Staff Meetings/Trainings □ New hire orientation □ BOH Quarterly Reports □ BOH meeting minutes □ Staff e-mails

External Communication Strategies:

Building audience recognition and confidence in our brand and visual identity is an important element of our organizational communication strategies. To ensure that FCHD presents a consistent "face" to our external audiences, we strongly encourage the use of approved templates for standard communications, including Microsoft PowerPoint presentation slides, business cards, letterhead, e-mail signatures and press releases. Templates and logo images are available on the FCHD intranet or by contacting the PIO/marketing department. Appropriate signage will be placed outside and inside of FCHD facilities

Franklin County Health Department

Name

Date

Location

CONTACT

Name	Name 2
Email	Email 2
Phone	Phone 2
	(if different from above

For Immediate Release: Date

Title
Subtitle/Headline

Frankfort, KY - Content

###

OUR MISSION: Prevent. Promote. Protect. Franklin County. | **NUESTRA MISIÓN:** Prevenir. Promover. Proteger. Condado de Franklin.
OUR VISION: Live. Work. Play. Pray. Healthy! | **NUESTRA VISIÓN:** Vivir. Trabajar. Jugar. Orar. ¡Saludablemente!
OUR VALUES: Accountability, Dedication, Empowerment, Equity, Excellence, Flexibility, Integrity and Respect.
NUESTROS VALORES: Responsabilidad, Dedicación, Empoderamiento, Equidad, Excelencia, Flexibilidad, Integridad, Respeto

Judy Mattingly MA
Public Health Director III
Franklin County Health Department

100 Glenn's Creek Road | Frankfort, KY 40601
(502) 564-4269 EXT 116 | (502) 564-9586 (fax)
www.fchd.org | JudyA.Mattingly@ky.gov

NOTICE OF CONFIDENTIALITY: This email, including any attachments, is intended only for the use of the individual or entity to which it is addressed and may contain confidential information that is legally privileged and exempt from disclosure under applicable law. If the reader of this message is not the intended recipient you are notified that any review, use, disclosure, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please contact the sender by reply email and destroy all copies of the original message.

Internal Communication Strategies:
Our Public Health Staff are an important internal audience and building audience recognition and confidence in our brand and visual identity among this audience is also an important element of our organizational communication strategies. Our brand is only as strong externally as it is internally. To ensure that FCHD presents a consistent "face" to our internal audiences, we strongly encourage the use of approved templates for standard communications, meeting sign-in sheets, meeting agendas, meeting minutes and QI Storyboards. Templates may be altered to meet specific needs and preferences and are available on the FCHD intranet or by contacting the PIO/marketing department. Appropriate signage will be placed outside and inside of FCHD facilities.

Franklin County Health Department

Team Name:

Date:

Time:

Location:

Signature	Name	Title/Department

Franklin County Health Department
Meeting Agenda and Meeting Minutes

Team Name:

Date:

Time:

Location:

PHAB — Accredited Health Department • Public Health Accreditation Board • Advancing public health performance

Time (estimate)	Topic	Facilitator	Notes/Minutes
1:00 PM	Sign-In	Names(s)	List names of team members present and absent. See sign-in sheet.
1:05 PM	Approval of meeting minutes from (insert date of last meeting)	Names(s)	Note if any changes were needed to the minutes from the previous team meeting.
1:10 PM	Item 1	Name(s)	

	I. Content
	   a. Content
	   b. Content
	II. Content
	   a. Content
	   b. Content
			List items discussed, questions raised, decisions made, actions taken, due dates, assignments, items for follow-up, etc.

1:30 PM	Item 2	Name(s)	

	I. Content
	   a. Content
	   b. Content
	II. Content		

2:30 PM	Teambuilding activity (highly suggested if meeting is 1 hour or longer)	Name(s)	Include purpose of teambuilding activity/lessons learned from activity. Could also include a synopsis or name of activity to avoid duplication with the same team
2:45 PM	Item 3	Name(s)	
	I. Content II. Content		
3:15 PM	Break (highly suggested if meeting is 2 hours or longer)	All	
3:30 PM	Upcoming Meeting Dates	Name(s)	

	I. Team Name
	   a. Date
	   b. TIme
	   c. Location
	   d. Purpose		

3:45 PM	Adjourn and THANK YOU!		

Franklin County Health Department
Quality Improvement Story Board

Team Members:

PHAB — Accredited Health Department • Public Health Accreditation Board • Advancing public health performance

PLAN	DO	CHECK	ACT
Problem Statement & Relevant Data	Test the Theory	Study the Results	Standardize or Develop New Theory
Aim Statement			
Identify Potential Causes			
Identify Potential Solutions			Future Plans
Improvement Theory			

Approved September 2016

Reviewed _____

Reviewed _____

Reviewed _____

Reviewed _____

_____   _____
Public Health Director   Date

_____   _____
Chair, Franklin County Board of Health   Date

ICP 23 – Communications Policy – Appendix B

Franklin County Health Department | 100 Glenn's Creek Road | 851 East-West Connector | Frankfort, KY 40601

Purpose

The purpose of this policy is to ensure that appropriate actions are taken regarding timely and factual information dissemination to our internal customers (employees and Board of Health (BOH) members) and external customers (our partners in the public health system and the general public as well as official media representatives). Heightened fear and misinformation can impede efforts to reach affected individuals and groups. Armed with factual information, affected individuals and groups can be a powerful ally in addressing the crisis or emergency. The scope of this policy covers all public health issues impacting Frankfort and Franklin County, to help us carry out our mission of "Prevent. Promote. Protect. Franklin County."

Procedure

A "Franklin County Health Department (FCHD) Crisis and Emergency Risk Communication Plan" delineates processes and protocols for public information and hereby serves as the over-arching, comprehensive FCHD Communications Policy. This plan is to be reviewed and updated annually or as indicated, and under the director's authority.

☐ The FCHD Director is the communication lead, with back-up provided by the Preparedness Coordinator, members of the FCHD Leadership Team and subject matter experts designated by the Director.
☐ Communications are done with one FCHD and/or partner(s) "voice". Media inquiries are to be referred to the Director or designee.
☐ All written communications for public distribution outside FCHD should be reviewed by software for spelling and grammatical errors. Communications include but are not necessarily limited to official letters, grants and media releases.
☐ Every writer needs an editor so another person should also review the documentation prior to release, to provide additional assistance with spelling and grammar as well as for evaluation of facts and flow of ideas.
☐ An internal newsletter should be shared electronically by the director with all FCHD staff and mailed to BOH members. All FCHD staff and BOH members are encouraged to contribute to this newsletter.
☐ An annual report shall be released annually, and shall include program updates and the latest health demographics for Frankfort-Franklin County.
☐ All written communication should contain the FCHD adaptation of the national public health logo, the Public Health Accreditation Board (PHAB) accredited health department seal, as well as appropriate contact information.
☐ The FCHD website and Facebook shall be used for communications. At least one designated employee shall be responsible for regular maintenance and review of these sites.
☐ FCHD employees are expected to keep themselves informed of local, regional, state and national events that affect their work performance. To assist in this requirement, all employees have access to the Internet and email accounts on the state global network.
☐ All FCHD employee emails should contain just prior to the confidentiality declaration, the FCHD mission statement, the vision statement and the listing of our values.

See attached FCHD Crisis and Emergency Risk Communication Plan

_____   _____
Public Health Director   Date

_____   _____
Chair, Franklin County Board of Health   Date

Approved January 2012

Reviewed April 2014

Reviewed September 2016

Reviewed _____

Reviewed _____

Media Contact List – Appendix C

Media	Contact	Telephone #	Location	Fax #	Web Address	E-Mail Address
State Journal	Josh Bergeron	502-227-4556	Frankfort		www.state-journal.com	josh.bergeron@state-journal.com
Courier Journal	Nick Hollkamp	502-582-4202	Louisville		www.courier-journal.com	nhollkamp@courier-journal.com
Lexington Herald	Jack Brammer	859-231-3200	Lexington		www.kentucky.com	jbrammer@herald-leader.com
WKYT-TV 27		859-299-2727	Lexington	859-293-1578	www.wkyt.com	newstip@wkyt.com or news@wkyt.com
WLEX-TV 18		859-259-1818	Lexington	859-254-2217	www.lex18.com	news@lex18.com
WTVQ-TV 36		859-294-3636	Lexington		www.wtvq.com	news36@wtvq.com
WHAS-TV 11		502-582-7711	Louisville	502-582-7279	www.whas11.com	assign@whas11.com
WAVE-TV 3		502-561-4150	Louisville	502-561-4105	www.wave3.com	newsrelease@wave3.com
WDRB-TV 41		502-585-0811	Louisville		www.wdrb.com	news@wdrb.com
WDKY-TV FOX 56		859-269-5656	Lexington	859-269-3774	www.foxlexington.com	news@foxlexington.com
WLKY 32		502-893-3671	Louisville	502-896-0725	www.wlky.com	newstips@wlky.com
Associated Press		502-227-2410	Louisville		www.apnews.com/tag/state-Kentucky	support@apnews.com
CapCity Radio		502-875-1130	Frankfort	502-875-1225	www.capcityradio.com	info@capcity.com
Cable 10	Libby Anderson	502-352-4480	Frankfort	502-223-4449	www.fewpb.com	landersen@fewpb.com
KSU Electronic Sign		502-597-6000	Frankfort		www.kysu.edu	

Vulnerable Populations and Contact – Appendix D

Site	Address	Phone	Fax
Access Kitchen	311 West Second St., PO Box 1324	502-223-5179	
Ashwood Place	102 Leonardwood Dr. #A	502-223-5551	
Beehive Homes	10 Hudson Hollow Rd	502-875-3848	
Bradford Square Nursing Home	1040 US HWY 127 South	502-875-5600	
CASA of the Bluegrass	315 West Main St #208	502-875-0702	
Community Alternatives of Kentucky (CAKY)	555 Duncan Rd, PO Box 1444	502-695-3575	
Community Based Services KY Dept. for Social Services	677 Comanche Trail	502-564-5390	
Cottages of Frankfort	871 Cardwell Ln.	502-875-4000	248-593-4620
Council on Aging-Senior Citizens	202 Medical Heights Dr	502-223-5794	502-227-8019
Emily Apartments	325 Brighton Park Blvd	502-695-2338	
Everyday Matters	628 Teton Trail, PO Box 523	502-875-5173	
FCHD Home Health	851 E-W Connector	502-564-7383	502-564-1939
First Steps	275 East Main St, HS2W-C	502-564-3756	
Frankfort Habilitation	3755 Lawrenceburg Rd	502-227-9529	
Frankfort Independent Board of Education	959 Leestown Lane.	502-875-8661	502-875-8663
Franklin County Schools Board of Education	190 Kings Daughters Dr. #300	502-695-6700	502-352-2255
Golden Living Center-Nursing home	117 Old Soldiers Ln.	502-875-7272	
Hospice Care of the Bluegrass	643 Teton Trail	502-223-1744	
Kentucky State University	400 E. Main St.	502-597-6000	
Kings Center	202 East 3rd St. St. #2	502-227-8010	
Kings Daughters Apartments	220 Hanna Place	502-223-2141 859-225-3334	
KY Office for the Blind	275 East Main St	502-564-4754	
Meals on Wheels	202 Medical Heights Dr	502-223-5794	502-227-8019
Morning Pointe	68 C Michael Davenport Blvd.	502-226-5888	
Resource Office for Social Ministry (ROSM)	306 W. Main St #402	502-875-4062	
Salvation Army	517 Greenup Ave, PO Box 5143	502-227-2638	
Simon House	208 West Campbell St	502-223-2138	
Sunshine Center	212 Steele St.	502-875-3495	
The Lantern at Morning Pointe Alzheimer's Center of Excellence	68 C Michael Davenport Blvd.	502-226-7118	
Thorn Hill Education Center	700 Leslie Ave.	502-223-3110	
Tienda La Chiquita Mexican Grocery	4 Grandview Dr	502-352-6762	
YMCA	402 West Broadway	502-227-9637	
Family Resource Centers			
Bridgeport Elementary	411 Kings Daughters Dr	502-875-8425	
Collins Lane and Hearn Elementary	1 Cougar Ln	502-875-8409	
Early Learning Village	200 Laralan Ave	502-352-2590	
Elkhorn Elementary and Peaks Mill Elementary	928 East Main St	502-695-6713	
Westridge Elementary	200 Pebblebrook Way	502-875-8426	

CERC 2014 Manual – Appendix E

The complete plan can be found at:
https://emergency.cdc.gov/cerc/manual/index.asp