

Crisis Management Plan
Athens Shifa Clinic

Team 1



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Crisis

Widespread Disease/Pandemic

\$4.1 Trillion

Related to COVID-19 costs.

34%

Athens-Clarke County residents live below the poverty line.

25,000

Uninsured individuals in Athens-Clarke County

Crisis in Detail

- Current public health crisis of COVID-19
- Clinic
 - Small
 - Limited Resources
 - Serving an already vulnerable demographic
- Prevent the following:
 - Bad Reputation
 - Accreditation Loss

Purpose and Objectives

- Protect the clinic in 3 ways:



legal



financial

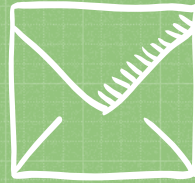


reputation

- Operation as a community health center.

Internal and External Communication

email



Social
media

Press
releases

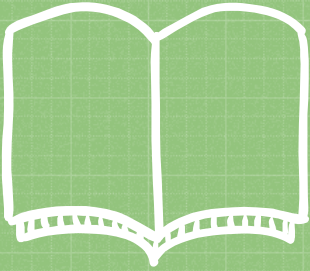
Internal

External

Crisis Worksheet

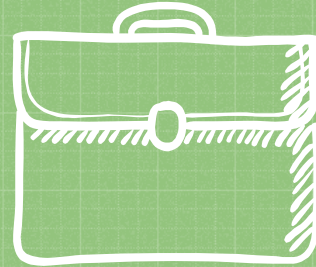
Crisis	Type	Response	Key Publics	Method
Lack of Personal Protective Equipment	Human Error and Disaster	<ul style="list-style-type: none"> - Abide by CDC and WHO guidelines - Excusing, reminding, and Victimage 	<ul style="list-style-type: none"> - Patients - Clinic personnel - Surrounding population 	Reach out to its Facebook audience about how the clinic will deal with scarce resources and how they will take cautionary measures. Possibly create telehealth, stronger physical distance practices in the clinic.
Clinic personnel infected	Unexpected loss to key leadership and operational disruptions from disasters	<ul style="list-style-type: none"> - Victimage and excusing. - Medical personnel are not immune to the virus - A small clinic; volunteer or physician loss could have a big impact. 	<ul style="list-style-type: none"> - Clinic volunteers - volunteer families - Patients 	On Facebook page, emphasize what actions the clinic will be taking to support its community and employees to minimize infection. Closely monitor for other staff and contact affected publics. May move operations exclusively to telehealth
Lack of testing kits	Operational disruptions from disasters	<ul style="list-style-type: none"> - Explanation of limited resources - Excusing: clinic cannot claim 100% responsibility; they are not the ones making the kits. - Prevent unnecessary contact and wait time for patients to minimize infection probability 	<ul style="list-style-type: none"> - Patients - Clinic personnel - Surrounding population <p>Data may not be accurate to measure spread of disease</p>	<ul style="list-style-type: none"> - Send out pitches to local media for a story. - Put out information to the Facebook channel to inform publics to prevent unnecessary travel for patients.

Key Publics



Student Volunteers

Volunteers from the University of Georgia are responsible for day-to-day operations of the clinic.



Medical Volunteers

Local physicians from the community also volunteer their time. These doctors exist at the core of all clinic functions.



Current Patients

The primary audience, their perception of the clinic is the most important.



Athens Nonprofits

This network of nonprofits is the primary way to raise awareness about events and initiatives.

Organization	Contact Person	Email	Other Contact
Action Ministries	Solomon Smothers	ssmothers@actionministries.net	
Advantage Behavioral Health	N/A	https://www.advantagebhs.org/contact-form.cms	
Athens Area Habitat for Humanity	Hannah Mitchell	hannah@athenshabitat.com	
Athens Area Homeless Shelter	Shea Post	director@helpathenshomeless.org	
Athens Housing Authority	J Richard Parker	athenshousing@athenshousing.org	
Athens Immigrant's Right Council	Kerry Stienberg	contactathensimmigrantrights@gmail.com	
Athens Land Trust	N/A	admin@athenslandtrust.org	
Athens Latino Center for Education and Services	N/A	alcescenter@gmail.com	(706) 549-5002
Athens Nurses Clinic	Clinic Personnel	clinic@athesnursesclinic.org	
Athens YMCA	Shae	shae@athensymca.org	(706) 543-6596
Bigger Vision Athens	N/A	N/A	(706) 340-6062
Boys and Girls Club	Derrick Floyd	derrick@greatfuturesathens.com	
Clarke Central High School	Marie Yuran	yuranm@clarke.k12.ga.us	
Clarke Central High School	Amanda Gorham	gorhama@clarke.k12.ga.us	
Clarke Foothills	Fabian Jones	fabian.jones@foothillscharter.org	
Clarke Foothills	Dinah Posey	dinah.posey@foothillscharter.org	
Downtown Ministries	Ben	ben@downtownministries.org	
<i>Emmanuel Episcopal Church Thrift Store</i>	N/A	emmanuelthriftshop@gmail.com	
NEGA Food Bank	Susan Dodson	communications@foodbanknega.org	
Nuci's Space	N/A	SPACE@NUCI.ORG	
Oasis	Sister Margherita	acjoasis@gmail.com	
Our Daily Bread	Kimberly and Sarah Beth	kimberly@athensfirstumc.org	sarahbeth@athensfirstumc.org
Project Safe	N/A	http://www.project-safe.org/about-us/contact-us/	
Salvation Army	N/A	N/A	(706) 543-5350
The Potters House (Atlanta Homeless)	Jefferson, Ga.	http://atlantamission.org/contact-us/	
United Way Athens	Mark Madison	mmadison@unitedwaynega.org	
NEGA Homeless and Poverty Coalition	Cory	cscott@helpathenshomeless.org	

Notifying Publics and Stakeholders



Press Kit

- Background information of Clinic
- Information on Crisis
- Background information of Clinical Staff
- Volunteer Staff

Internal and External Announcements

INTERNAL ANNOUNCEMENT

Dear Shifa Clinic Volunteers,

In light of recent events, it has come to our attention that a crisis has occurred involving the Shifa Clinic and/or its volunteers. [Describe crisis, give as much detail as deemed necessary]. As a nonprofit, we believe in honesty and integrity during crises. As such, this instance will be no exception. Our management team is doing everything possible to deal with this crisis quickly and efficiently. Each employee will receive updates periodically on the situation as to avoid any confusion or lack of communication. We will be holding a company-wide meeting to discuss further details at [list date, time]. Until then, we thank you for your patience. Feel free to contact management with any questions.

Sincerely,
Management



FOR IMMEDIATE RELEASE
OR FOR RELEASE ON
(DATE)

Contact Name/Title
Phone #:
Email:
Social media:

Headline

ATHENS, Ga—[Date]—Insert lede statement here to hook the reader. Introduce the "what" in your statement. Explain the crisis and what you are doing to fix it.

The body paragraphs will describe the details of the crisis. It should answer the 5W's of reporting. This is the best place to state the facts and address the public.

Include a quote from the official spokesperson here

Paragraph stating when the crisis will be over (if known)

Paragraph thanking audience, and others who have helped in the crisis

Direct the media to social media and websites, reassure that you are going to solve the problem.

For more information about (Insert crisis), please visit (Insert specific link)

About Athens Shifa Clinic:

Shifa Clinic Athens is a free health clinic in Athens, Georgia operated by members of the UGA student community. Opened in March 2017 by a group of University of Georgia seniors. The clinic is a branch of the Islamic Circle of North America (ICNA) and offers services every Saturday 10 a.m. to 1 p.m. Services that are offered: internal medicine, rheumatology, family medicine, nephrology, psychiatry, neurology, pediatrics

For more information about Athens Shifa Clinic, Please visit <https://www.icnarelief.org/where-we-work/athens-shifa-clinic/>

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NOTES: KEEP THE RELEASE SHORT, OFFER SOME BACKGROUND ABOUT THE COMPANY, ANSWER THE 5W'S, AND MAKE SURE THE AUDIENCE UNDERSTAND THAT YOU WILL RESOLVE THE CRISIS

Social Media

Facebook

The Athens Clinic is not permitted to have any other social media, except Facebook.

We continue to serve.

Facebook allows you to communicate a longer message. Use facebook to provide more details, graphics, or a link to the press release. While Facebook posts are usually consumed by an older audience, it remains the only social media run solely for Athens Clinic, so it should vary post types to cater to both a young and old demographic.

Business Rationale



Value

- Serve and provide services to the
 - Uninsured
 - Underinsured



Outcomes

- Efficient
- Effective
- Organized
- Empathetic

Evaluation Form

EVALUATION FORM

The below evaluation form is to be completed by any and all relevant Shifa Clinic employees. Please answer honestly and to the best of your ability, ranking each statement based on level of (dis)agreement. Circle a number 1-5, 1 being strong disagreement and 5 being strong agreement..

1. I BELIEVE THAT THIS CRISIS WAS HANDLED WELL.

1 2 3 4 5

COMMENTS:

2. I BELIEVE THAT THE PRIMARY PUBLICS WERE INFORMED ABOUT THE CRISIS IN A TIMELY MANNER.

1 2 3 4 5

COMMENTS:

3. I BELIEVE THAT THE CRISIS MANAGEMENT PLAN WAS ADEQUATE IN HELPING MYSELF AND THE COMPANY THROUGH THIS CRISIS.

1 2 3 4 5

COMMENTS:

4. I BELIEVE THAT THIS CRISIS WAS HANDLED EFFICIENTLY.

1 2 3 4 5

COMMENTS:

5. I BELIEVE THAT PROPER MEASURES WERE TAKEN TO AVOID ANY FURTHER REPERCUSSIONS FROM THIS CRISIS.

1 2 3 4 5

COMMENTS:

6. I BELIEVE THAT THE AFFECTED PARTIES WERE ADDRESSED ADEQUATELY.

1 2 3 4 5

COMMENTS:

ADDITIONAL QUESTIONS, COMMENTS, OR CONCERNS:

Managing a Crisis

RESPOND QUICKLY



As soon as the stakeholders hear about the crisis, the crisis team must respond

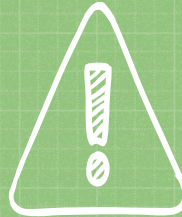
It is always important for the stakeholders to be informed of the crisis from the organization itself, rather than the media. Keep in mind that speed increases risks, so be sure to double and triple check the information you are presenting.

SPEAK WITH ONE VOICE: CONSISTENCY

Messages to stakeholders must be consistent



This does not mean just having one spokes person. Rather, all spokespersons provide a well-prepared consistent message to the stakeholders. A consistent message is always more believable than an inconsistent one.



BE TRANSPARENT



Openness is important

Be available to the media and willing to disclose information. But most importantly be honest. Transparency will eliminate the risk of being exploited by the media.

BE COMPASSIONATE



Relate to your audience

Showing compassion might make stakeholders more forgiving or understanding. Compassion humanizes the crisis which can help knock out some negative feedback. Show the stakeholders you care.

Goals



Prepare the clinic



Protect the clinic



Bolster the clinic

Thanks!

ANY QUESTIONS?