

Canadian Pandemic Influenza Plan for the Health Sector: Communications Annex

Date of Latest Version: October 2009

Summary of Significant Changes:

- Outlines a cascading approach to pandemic communications that is closely aligned with the World Health Organization's pandemic phases and communications actions, including those for the Pandemic (H1N1) 2009.
- This annex is more comprehensive about federal/provincial/territorial roles and responsibilities than the previous version.

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Preface - August 2009

In mid-March of 2009, the Government of Mexico began tracking an increasing number of cases of influenza-like illness in the state of Veracruz. Tests of Mexican samples, conducted by Canada's National Microbiology Laboratory at the request of Mexico, confirmed the outbreak of H1N1 influenza virus in late April. Also in late April, the first cases of the same H1N1 'flu virus were confirmed by health authorities in Canada and the United States. By the following month, the H1N1 virus was spreading rapidly not only in Mexico, the United States and Canada but also in several other countries around the world.

On June 11, 2009, the World Health Organization (WHO) declared a global pandemic on the basis of uncontrolled spread of the H1N1 'flu virus. A second wave of the pandemic is expected in Canada by the 2009 influenza season.

While this updated Communications Annex (Annex K) of the Canadian Pandemic Influenza Plan for the Health Sector is not specific to the H1N1 'flu virus pandemic of 2009-2010, it will continue to serve as the guideline for federal, provincial and territorial governments' communications during the response and recovery phases of the H1N1 pandemic.

During the 2009 periods of interpandemic, pandemic alert and pandemic phases, the federal, provincial and territorial (F/P/T) governments worked in close collaboration on ongoing disease surveillance; laboratory testing; analysis of epidemiological data on the evolving virus to inform future public health actions; research into vaccines and appropriate diagnostic and treatment actions; and development of protocols, guidelines and updates for health care professionals. As well, governments coordinated public health measures to minimize community transmission and to mitigate the effects of the H1N1 virus on Canada's health care system.

Communicating frequently and effectively with Canadians about H1N1 'flu virus symptoms, the prevention of infection, when to seek treatment and minimizing spread of the virus has been a major feature of that F/P/T government cooperation.

Throughout the pandemic alert and pandemic phases, staff of the F/P/T governments have regularly consulted with each other and worked together in developing risk communications plans and implementing a broad range of public information actions consistent with the goals and principles of the Canadian Pandemic Influenza Plan. These cooperative communications actions included developing and using common pandemic message frames; sharing news release and media material; conducting technical media briefings and updates on pandemic developments in Canada and abroad; participating in the implementation of a social marketing strategy on infection and prevention control; and directing Canadians seeking information about the H1N1 'flu virus and public health information to a web-based F/P/T pandemic information portal, www.fightflu.ca.

Introduction

The objective of the Communications Annex is to show how health partners in Canada are preparing to respond to the public communications challenges associated with an influenza pandemic. Canadians will need accurate, timely and consistent information so that they can take appropriate action to help minimize death, illness and social disruption. The Communications Annex was developed in partnership by F/P/T governments through the Special F/P/T Advisory Committee (SAC) on H1N1 Flu Virus.

The strategies outlined here provide the framework for consistent and coordinated public communications across all involved organizations. Strategies and tactics outlined in this document provide guidance to the organizations identified and will be implemented pending available resources.

The Annex outlines a cascading approach to pandemic communications that is closely aligned with the WHO's pandemic phases. Roles, responsibilities and strategies are outlined by jurisdiction and by WHO pandemic phase, so that communications are appropriate to the threat level. Currently, activities for the interpandemic, pandemic alert and pandemic periods are identified. The Annex reflects current thinking on pandemic influenza communications and will continue to be revised as the plans of organizations evolve and new information and research become available.

Pandemic influenza communications planning is based on a strategic risk communications approach. This means that we would openly communicate pandemic influenza risks and control options, and that assumptions, values, methods and plans will be clear and accessible. Where facts are uncertain or unknown, the strategic risk communications approach supports transparency about information gaps and efforts to fill them.

The strategies outlined here are designed to promote well-coordinated, effective communications from F/P/T governments and other health partners. Each level of government in Canada has unique stakeholders and responsibilities. The Communications Annex acknowledges these differences while reflecting the ongoing need for all levels of government to deliver consistent messages during an influenza pandemic.

Operational plans for public communications will reside within the specific organizations involved in the response to an influenza pandemic. The Communications Annex provides a working tool to ensure that these operational plans are closely tied to the roles and responsibilities highlighted here.

P/T health ministries and/or local authorities assume lead responsibility for public communications within their jurisdiction. If the pandemic moves beyond a single province/territory or if a national emergency is declared, the Public Health Agency of Canada is the lead organization for national health communications, providing leadership in coordination of communications strategies and activities and in establishing consistent messaging.

2. Interpandemic Phase

National Communications Goals

2.1 Citizen

To raise awareness of the threat of pandemic influenza (and other types of influenza) by building on annual influenza campaigns, leading to better self-protective measures.

2.2 Stakeholders/partners

To develop a comprehensive pandemic plan, with clearly identified roles and responsibilities, aligned with risk communications.

2.3 Organizational

To demonstrate leadership and coordination between jurisdictions in influenza and pandemic preparedness.

2.3.1 Public Health Agency of Canada (PHAC)

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To co-chair the Communications Task Group of the Special F/P/T Advisory Committee on H1N1 Flu Virus (SAC) and its subcommittees, FPT Communications Working Group and FPT Social Marketing Group, which provide strategic risk communications advice and support to SAC. 	<ul style="list-style-type: none"> To establish and maintain the FPT Communications Working Group and FPT Social Marketing Group. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Formal research into Canadian interests and priorities to develop strategies and messages. Dialogue among key players – F/P/T. Develop and maintain a network “map” or organizational chart, plus database. Develop and maintain matrix.
<ul style="list-style-type: none"> To steward communications plans. To build relationships (federal, F/P/T and international) to enhance communications response. 	<ul style="list-style-type: none"> To coordinate F/P/T communications response. To develop and maintain Communications Plan. To share information. To seek opportunities to work together. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Matrix. Workplan. Message templates and draft messages. Ongoing meetings, workshops to ensure that plan and matrix are up to date. Media relations plan, message development and testing. Research.

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To define and establish networks with national stakeholders and partners. 	<ul style="list-style-type: none"> To establish stakeholder networks, and roles and responsibilities. To support provinces/territories in their development of stakeholder networks. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Teleconferences – Pandemic Influenza Committee (PIC) tripartite meetings – US, UK and Canada. WHO meetings. Alignment of research. Meetings. Non-government organization (NGO) network, consultations on role of stakeholders, matrix to define roles and responsibilities. Tools and information developed with national stakeholders and partners, including matrix, plans and message templates.
<ul style="list-style-type: none"> To keep ministers and governments informed. 	<ul style="list-style-type: none"> To keep policy decision-makers aware of potential risks and public interest. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Regular briefings, speaking engagements, media opportunities.
<ul style="list-style-type: none"> To establish link with WHO Communications. To establish and maintain international networks. To source and share primary information. 	<ul style="list-style-type: none"> To work with the WHO to support public health risk communications globally. To provide template materials that can be adapted to local needs. To support global risk communications training through WHO. To ensure that there is alignment with national and WHO plans. To establish primary Canadian communications contact with WHO communicators. To liaise with WHO, US and UK. To provide international perspective back to Canada. To provide federal perspective/key messages to provinces/territories. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive Communicate through F/T/P Communications team and other networks. 	<ul style="list-style-type: none"> WHO pandemic influenza communications framework. WHO Pandemic Influenza Communications Steering Committee. Participation in WHO meetings on risk communications. Ongoing information sharing. Share best practices. Solve problems. Organize regular opportunities for sharing. Document outcomes to establish continuous learning. Build in ability to detect and correct at all levels – needs to be part of roles and expectations. Protocols for information-sharing between organizations.
<ul style="list-style-type: none"> To prepare media at national level for their information support role in a pandemic. 	<ul style="list-style-type: none"> To ensure that the media are prepared and have adequate background information to provide necessary support in case of a pandemic. 	<ul style="list-style-type: none"> Direct, consultative. 	<ul style="list-style-type: none"> Proactive on some aspects, opportunistic on others. 	<ul style="list-style-type: none"> Consult with key national media about F/P/T roles and responsibilities for informing news media of key messages and background information on pandemic preparedness. Provide technical briefings for key national media. Proactive communications to media on pandemic preparedness. Technical briefings. Media backgrounder packages. Provide spokespersons to address media inquiries.
<ul style="list-style-type: none"> To confirm quality control. 	<ul style="list-style-type: none"> To establish and maintain a comprehensive monitoring system. 	<ul style="list-style-type: none"> Direct, consultative. 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Regular and frequent media scans. Feedback to spokespersons.
<ul style="list-style-type: none"> To ensure that all Canadians have access to important background information on pandemic influenza. 	<ul style="list-style-type: none"> To establish pretested background information on pandemic influenza. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Post information on PHAC website.

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To promote business continuity and community planning. To engage the public on pandemic influenza preparedness. 	<ul style="list-style-type: none"> To inform different audiences about threats and implications, and provide information on what they need to do to prepare. To stimulate and support business leader continuity planning. To better understand public's views, help influencers understand challenges of pandemic influenza management. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Stakeholder meetings. Document on community planning, tool kits, exercises and scenarios. Expert discussions, town hall meetings.

2.3.2 Health Canada

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To participate in the SAC Communications Task Group and its subcommittees, FPT Communications Working Group and FPT Social Marketing Group, in order to provide strategic risk communications advice and support to SAC. 	<ul style="list-style-type: none"> To establish Health Canada participation. To represent Health Canada's issues and interests. To participate in communications planning for populations under Health Canada jurisdiction. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive Consultative 	<ul style="list-style-type: none"> Participation in meetings. Development of communications products, in consultation with SAC, to raise awareness and readiness. Dialogue among FPT members.
<ul style="list-style-type: none"> To engage First Nations (FN) and Inuit stakeholders and prepare for and respond appropriately to outbreaks of avian and pandemic influenza. 	<ul style="list-style-type: none"> To link with national and provincial FN organizations in order to increase awareness of pandemic influenza and the necessity for planning. 	<ul style="list-style-type: none"> Direct, consultative and through First Nations and Inuit Health Branch regions. 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Meetings. Tools and information developed with national and provincial aboriginal organizations and partners. Matrix, research, meetings.
<ul style="list-style-type: none"> Maintain and update as necessary, business continuity and crisis communications plans. 	<ul style="list-style-type: none"> Update contact lists and networks. Engage partners. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Reactive 	<ul style="list-style-type: none"> Consultation. Participation in F/P/T meetings.
<ul style="list-style-type: none"> Provide workplace health and safety guidance to federal/ frontline/overseas workers. 	<ul style="list-style-type: none"> Update and maintain contact lists; engage partners; raise awareness and inform federal workers of the Workplace Health and Safety Program and Office of Emergency Preparedness responsibilities. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive Consultative Collaborative 	<ul style="list-style-type: none"> With PHAC, Labour Canada, Treasury Board and provinces/territories, develop materials and maintain broad dissemination through the Internet and departmental extranets.
<ul style="list-style-type: none"> Provide guidance regarding health care for Internationally Protected Persons. 	<ul style="list-style-type: none"> Provide information to stakeholders and general public. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Develop web communications materials.
<ul style="list-style-type: none"> Manage Health Canada's communications response in regions in close collaboration with PHAC, provinces/territories and other partners. 	<ul style="list-style-type: none"> Build and maintain F/P/T relationships and networks to guarantee effective communications response. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive Reactive 	<ul style="list-style-type: none"> Media outreach. Include regional perspective in national materials whenever appropriate. Media lines and other media relations tools developed with regions.

2.3.3 Provinces/Territories

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To participate in the SAC Communications Task Group and its subcommittees, FPT Communications Working Group and FPT Social Marketing Group, in order to provide strategic risk communications advice and support to SAC. Designate one P/T co-chair of the PIC committee. 	<ul style="list-style-type: none"> To establish participation in the SAC communications Task Group and its subcommittees, FPT Communications Working Group and FPT Social Marketing Group. To represent P/T communications interests. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive Consultative 	<ul style="list-style-type: none"> Participation in meetings of the SAC Communications Task Group and its FPT Communications and Social Marketing Working Groups. Development of communications materials to raise awareness and readiness to act for identified partners, municipalities, provincial employees, stakeholders and public audiences based on message templates and messages developed by the committee. Engage in dialogue with key players – F/P/T.
<ul style="list-style-type: none"> To provide leadership on P/T plan and national/regional coordination. 	<ul style="list-style-type: none"> To develop and maintain P/T Communications Plan. To ensure that there is alignment of P/T plans with national plan. To align plans with regional health authorities/local municipalities. 	<ul style="list-style-type: none"> Direct, consultative. 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Strike provincial communications subcommittee. Conduct formal research aligned with the PHAC Option: self-audit among subcommittee members of plan readiness. Workshops, meetings, teleconferences, subcommittee.

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To participate in communications planning for populations under P/T jurisdiction. 	<ul style="list-style-type: none"> To develop a communications plan for area of responsibility. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Define roles and responsibilities; develop communications plan. Develop and test messages appropriate to these specific populations. 	<ul style="list-style-type: none"> Matrix, research, meetings.
<ul style="list-style-type: none"> To communicate with authorities to encourage them to develop their communications plans. 	<ul style="list-style-type: none"> To support the P/T government response to an influenza pandemic. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Develop P/T roles and responsibilities matrix. 	<ul style="list-style-type: none"> Internal P/T communications strategy to raise awareness of need for emergency planning. Briefings.
<ul style="list-style-type: none"> To steward communications plans. To build relationships (F/P/T) to enhance communications response. 	<ul style="list-style-type: none"> To liaise with F/P/T governments to provide coordinated communications response. To develop and maintain Communications Plan. To share information. To seek opportunities to work together. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Matrix. Workplan. Message templates and draft messages. Ongoing meetings and workshops to keep plan and matrix are up to date. Media relations plan, message development and testing. Research.
<ul style="list-style-type: none"> To establish and maintain networks with P/T stakeholders & partners. 	<ul style="list-style-type: none"> To communicate directly with regional/ local health authorities. To make sure that the P/T plan is accessible and understood by stakeholders; partners' roles are clear; accountabilities are clear. To ensure that health regions have communications plans. To assist with development and maintenance as required. To establish stakeholder networks and roles and responsibilities. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Workshops for partners and stakeholders. Email, web messages and teleconferences to partners and stakeholders. Plan to establish common approach to risk communication and alignment on what to do and how to do it. Protocols for information-sharing between organizations. Orientation and networking workshops. Media relations program. Share pandemic plans. Alignment of research. Consultations on role of stakeholders, matrix to define roles & responsibilities. Tools & information developed with P/T stakeholders and partners, including matrix, plans & message templates.
<ul style="list-style-type: none"> To share best practices and problem-solve. 	<ul style="list-style-type: none"> To organize regular (at least annual) opportunities for sharing. To document outcomes to guarantee continuous learning. 		<ul style="list-style-type: none"> Networking workshops. Provincial communications subcommittee and SAC Communications Task Group and its FPT Communications and Social Marketing Working Groups. 	<ul style="list-style-type: none"> Workshops, email.

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To source and share information. 	<ul style="list-style-type: none"> To organize regular opportunities for sharing. To document outcomes so that there is continuous learning. To provide template materials that can be adapted to local needs. To align with national plans. To establish primary P/T communications contact with federal communications. To provide national perspective back to province/territory. To provide P/T perspective/key messages to municipalities. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive. Communicate through SAC Communications Task Group and its FPT Communications and Social Marketing Working Groups. 	<ul style="list-style-type: none"> Workshops, email, public service announcements. Distribute info packages through schools, physicians, hospitals, etc. 1-800 numbers. Self-care info on websites. Organize regular opportunities for sharing.
<ul style="list-style-type: none"> To prepare media at P/T level for their information support role in a pandemic. 	<ul style="list-style-type: none"> To ensure that media are prepared and have adequate background information to provide necessary support in case of a pandemic. 	<ul style="list-style-type: none"> Direct, consultative. 	<ul style="list-style-type: none"> Proactive on some aspects, opportunistic on others. 	<ul style="list-style-type: none"> Consult with key regional and local media about F/P/T roles and responsibilities for informing news media of key messages and background information on pandemic preparedness. Provide technical briefings for key national/provincial media. Proactive communications to media on pandemic preparedness. Technical briefings. Media backgrounder packages. Provide spokespersons to address media inquiries.
<ul style="list-style-type: none"> To ensure all residents have access to important background information on pandemic influenza. 	<ul style="list-style-type: none"> To establish pretested background information on pandemic influenza. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Post information on website.
<ul style="list-style-type: none"> To promote business continuity and community planning. To engage the public in pandemic influenza preparedness. 	<ul style="list-style-type: none"> To inform different audiences about threats and implications, and provide information on what they need to do to prepare. To stimulate and support business leader continuity planning. To better understand public's views, help influencers understand challenges of pandemic influenza management. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Stakeholder meetings. Document on community planning, tool kits, exercises and scenarios. Expert discussions, town hall meetings.
<ul style="list-style-type: none"> To liaise between federal and regional/local jurisdictions. 	<ul style="list-style-type: none"> To ensure that regions have federal and P/T messages, information on actions taken. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Regular updates (email, teleconference).
<ul style="list-style-type: none"> To keep ministers and governments informed. 	<ul style="list-style-type: none"> To keep policy decision-makers aware of public interests. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Regular briefings, speaking engagements, media opportunities.

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To establish quality control throughout the P/T network. 	<ul style="list-style-type: none"> To establish a comprehensive P/T monitoring system. To provide feedback to SAC Communications Task Group and its FPT Communications and Social Marketing Working Groups. To monitor, detect and correct. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Media scans, detect-and-correct strategy, regular (daily) media scans. Daily feedback to spokespersons. Conference calls/emails. Feedback to Committee as appropriate.

3. Pandemic Alert Phase

National Goals

3.1 Citizen

To inform citizens that organizations are mobilizing and that there is an elevated/increasing risk. Implementation of self-protective measures (if in Canada) so that citizens can develop a personal/family plan.

3.2 Stakeholders/partners

To communicate elevated/increasing risk, signaling the need to start mobilizing their organizational plans. Alignment of response and messages.

3.3 Organizational

To demonstrate active leadership and alignment of risk minimization – morbidity, mortality and social disruption – and response activities (performance), while guaranteeing readiness to act (in case of escalation). Alignment of response and messages.

3.3.1 Public Health Agency of Canada

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To alert provinces and territories of increased pandemic conditions so that they can prepare to respond. 	<ul style="list-style-type: none"> To inform provinces and territories of increased risk associated with current situation. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Teleconference, email. Share communications products. Verify contact lists.
<ul style="list-style-type: none"> To provide national spokesperson. 	<ul style="list-style-type: none"> To provide information on national and international situation. To provide guidance. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Train key spokespersons.
<ul style="list-style-type: none"> To activate the communications plan for pandemic alert period. 	<ul style="list-style-type: none"> To update and review communications plans and networks. To provide updates to key stakeholders. To inform the public. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Preview and update plan as required. Inform media. Provide info to key national stakeholders (Canadian Medical Association and other health care provider groups). Provide statement to media from Chief Public Health Officer (CPHO). Deliver media technical briefing. Launch www.fightflu.ca website. Email message to key stakeholders, then statement to media. Share technical briefing materials with SAC Communications Task Group and its FPT Communications and Social Marketing Working Groups prior to technical briefing. Ensure web is updated frequently. Update toll-free line. Verify translation capacity.

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To broaden and intensify communications with ministers and MPs. 	<ul style="list-style-type: none"> To brief ministers across the government on the increased risk and the relevance for their departments. To ensure that MPs have accurate and consistent information to provide to their constituents. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Update federal ministers. Brief P/T ministers on PHAC activities to facilitate coordinated messaging. Provide briefing updates, media lines through the SAC Communications Task Group and its FPT Communications and Social Marketing Working Groups to be adapted as background for P/T ministers.
<ul style="list-style-type: none"> To share technical and scientific information. 	<ul style="list-style-type: none"> To lead technical communications about the virus strain and the vaccine strategy. To interpret scientific, laboratory, statistical details. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Update communications products – speaking points, factsheets, etc. – regularly to reflect changes in scientific data. Deliver technical briefings, news conferences.
<ul style="list-style-type: none"> To keep key national stakeholders informed (particularly health care provider organizations). 	<ul style="list-style-type: none"> To ensure that key national stakeholders have accurate information to provide to their audiences/ media. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Inform key stakeholder groups of the current situation. Provide regular updates to key stakeholders to be shared with their specific audiences. Involve key stakeholders in discussions around communications and audiences, and assessment of the effectiveness of that communication. Reinforce relationships developed through the planning process. Update stakeholder lists/database. Provide email/fax/phone updates. Post brief articles on stakeholder internal websites, or email to subscribers, etc.

3.3.2 Health Canada

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To communicate elevated risk levels to FN and Inuit, in partnership with provinces, territories and partners (see Canadian Pandemic Influenza Plan, Annex B). 	<ul style="list-style-type: none"> To establish consistent messaging from all levels of government to FN and Inuit. To ensure federal messaging regarding FN is communicated clearly to all partner agencies and stakeholders, including national Aboriginal organizations. To clearly communicate the role of Health Canada versus that of the provinces and territories with regard to the health of FN and Inuit. 	<ul style="list-style-type: none"> Direct, consultative, collaborative. 	<ul style="list-style-type: none"> Work with partners to tailor messages. 	<ul style="list-style-type: none"> Coordinate messages with PHAC, provinces and territories and national Aboriginal organizations. Share consistent and appropriate information with stakeholders and spokespersons, including information about news conferences, news releases etc. Develop, with PHAC, additional communications material to complement P/T material. Update web site as required and link to www.fightflu.ca. Inclusion of FN and Inuit indicators in ongoing surveillance activities.

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To activate communications plans for the pandemic alert phase. 	<ul style="list-style-type: none"> To update and review communications plans and networks. Provide information to stakeholders and partners. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Update web information. Prepare information for toll-free lines. Provide national and regional spokespersons for issues within HC jurisdictions; update media training. Participation, with PHAC, in media briefings.
<ul style="list-style-type: none"> Plan for surge capacity and business continuity. 	<ul style="list-style-type: none"> Assess capacity to provide surge support within and outside Health Canada, between and among regional offices and headquarters, to PHAC and other partners as necessary, in areas of media relations, media monitoring, public opinion research, strategic communications, web management. 			
<ul style="list-style-type: none"> Provide workplace health and safety guidance to federal/frontline/overseas workers. 	<ul style="list-style-type: none"> Develop communications materials to fulfil Workplace Health and Safety Program and Office of Emergency Preparedness responsibilities. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive Consultative Collaborative 	<ul style="list-style-type: none"> With PHAC, Labour Canada, Treasury Board and provinces/territories, develop materials and maintain broad dissemination through the Internet and departmental extranets.
<ul style="list-style-type: none"> Provide guidance regarding health care for Internationally Protected Persons. 	<ul style="list-style-type: none"> Provide information to stakeholders and the public. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Web material.
<ul style="list-style-type: none"> To communicate information concerning vaccines and antiviral medications authorized for use to help protect against the virus. 	<ul style="list-style-type: none"> Provide information for health professionals and the general public. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Develop risk communications products and ensure broad distribution.
<ul style="list-style-type: none"> To provide information concerning counterfeit products found on the Canadian market or the Internet from foreign destinations. 	<ul style="list-style-type: none"> Provide information of health professionals and the public. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Develop risk communications products for broad distribution.
<ul style="list-style-type: none"> To communicate information concerning adverse reactions to antiviral drugs and all other marketed therapeutic health products used for the prevention or treatment of a pandemic strain of influenza, and actions that should be taken in response. 	<ul style="list-style-type: none"> Develop materials to advise health professionals and the general public 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Risk Communications Products (Public advisories and warnings, Dear Health Professional letters and others) for broad distribution.

3.3.3 Provinces/Territories

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To communicate the elevation of pandemic risk to regional/local partners. 	<ul style="list-style-type: none"> To inform regional/local partners of increased risk associated with current situation. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Government email, intranet. Distribute message widely to those involved in emergency response process.
<ul style="list-style-type: none"> To activate the Communications Annex of the provincial plan. To encourage coordination. 	<ul style="list-style-type: none"> To update and review communications plans and networks. Through predeveloped communications networks, to encourage coordinated health region/district plan activation. To provide updates to key stakeholders. To inform the public. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Review and update as required throughout this phase. Inform key P/T stakeholders (prior to media). Provide info to key P/T stakeholders. Conduct media technical briefings. Update website frequently. Email message to key stakeholders, then statement to media. Share technical briefing materials with health region/authorities. Provide an interactive website for stakeholders.
<ul style="list-style-type: none"> To coordinate with other departments on the P/T communications response to a pandemic. 	<ul style="list-style-type: none"> To establish a coordinated communications response for the entire government. To identify government spokespersons and their areas of expertise. 	<ul style="list-style-type: none"> Direct and consultative. 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Matrix, meetings, workshops. Key spokespersons coached to communicate technical messages to the public. Risk communications training. Key experts list established/shared with media.
<ul style="list-style-type: none"> To alert municipalities of increased pandemic risk so that they can prepare to respond. 	<ul style="list-style-type: none"> To inform municipalities of increased risk associated with current situation. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Teleconference, email. Share communications products. Verify contact lists.
<ul style="list-style-type: none"> To identify media spokespersons/experts. 	<ul style="list-style-type: none"> To coach key spokespersons to effectively communicate technical messages to the public. To provide information on P/T situation. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Provide media and risk communications skills training sessions and/or mock interviews for spokespersons and key experts.
<ul style="list-style-type: none"> To assess effectiveness of communications activities. 	<ul style="list-style-type: none"> To monitor and analyze media coverage. To set standards, guidelines and criteria for analyzing communications activities. 	<ul style="list-style-type: none"> Indirect 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Use media analysis to determine whether further technical briefings or other forms of media relations are necessary.
<ul style="list-style-type: none"> To broaden and intensify communications with ministers. To inform key provincial stakeholders. 	<ul style="list-style-type: none"> To provide regular briefing updates for Premier's Office and minister(s). To provide caucus offices (MPPs/MNAs/MLAs) with accurate information to pass on to their constituents. To ensure that key P/T stakeholders have accurate information to their audiences/media. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Use briefing updates, media lines provided through the SAC Communications Task Group and its FPT Communications and Social Marketing Working Groups as background for P/T ministers. Combine federal updates with P/T information to provide a complete picture for ministers. Updated stakeholder lists/database. Email/fax/phone updates. Brief articles to be posted on stakeholder internal websites or emailed to membership, etc. Meetings/conference calls to determine information gaps, next steps.

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> • To share technical and scientific information with health regions/authorities. • To encourage coordination of provincial/health region or authority/key stakeholder plan activation. 	<ul style="list-style-type: none"> • To provide health regions/authorities with technical communications about the virus strain and the vaccine strategy received from PHAC. • To provide the public with consistent and accurate messaging. 	<ul style="list-style-type: none"> • Link from provincial website to technical details on PHAC/national pandemic site. • Direct 	<ul style="list-style-type: none"> • Proactive 	<ul style="list-style-type: none"> • Technical briefings, news conferences (conducted regularly and frequently as required). • Web. • In-depth interviews by experts with P/T health reporters or radio news magazines. • Update communications products – speaking points, fact sheets, etc. – regularly to reflect changes in scientific data. • Discussions through predeveloped communications networks. • Regular meetings/networked conference calls to discuss next steps in plan roll-out.
<ul style="list-style-type: none"> • To design and test public education campaign. 	<ul style="list-style-type: none"> • To prepare a public education campaign that resonates with P/T residents. 	<ul style="list-style-type: none"> • Direct 	<ul style="list-style-type: none"> • Proactive 	<ul style="list-style-type: none"> • Research, focus groups, one-on-one interviews.

4. Pandemic Phase

National Communications Goals

4.1 Citizen

To promote implementation of family/personal plans and encourage people to seek and follow direction from authorities.

4.2 Stakeholders/partners

To mobilize their plan fully and to follow direction from authorities. Alignment of response and messages.

4.3 Organizational

To demonstrate ongoing and effective management. Alignment of response and messages.

4.3.1 Public Health Agency of Canada

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To implement PHAC's pandemic phase roles and responsibilities under the Canadian Pandemic Influenza Plan. 	<ul style="list-style-type: none"> To review and update communications plan and make sure that it can be put into action. To update key stakeholders. To inform the public. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Teleconference, emails, web updates, sharing of communications materials.
<ul style="list-style-type: none"> To inform other government departments of global pandemic activity. To inform other government departments of the health portfolio response. 	<ul style="list-style-type: none"> To provide updates on global pandemic situation. To coordinate HC/ PHAC response with other government departments. 	<ul style="list-style-type: none"> Direct, consultative. 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Teleconference, emails, web updates.
<ul style="list-style-type: none"> To inform NGOs of global pandemic activity and health portfolio response. 	<ul style="list-style-type: none"> To provide updates on the global pandemic. To coordinate health portfolio response with NGOs. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Consultative 	<ul style="list-style-type: none"> Teleconferences, email, sharing of communications products.
<ul style="list-style-type: none"> To inform provinces and territories of global and Canadian pandemic activity. To inform provinces and territories of health portfolio response. 	<ul style="list-style-type: none"> To provide updates. To coordinate health portfolio response with provinces and territories. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Consultative 	<ul style="list-style-type: none"> Teleconferences, email, sharing of communications products.
<ul style="list-style-type: none"> To inform ministers and MPs of health portfolio response. 	<ul style="list-style-type: none"> To provide updates on current activities. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Briefing materials, media lines, Qs and As.

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To fully implement very high profile nationwide public education/awareness campaign. 	<ul style="list-style-type: none"> To inform public and stakeholders of actions needed to protect themselves. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Print ads, national radio ads, national television ads, outlining what to do/what not to do/where to get vaccine, web ads.
<ul style="list-style-type: none"> To ensure consistency in messaging with provinces, international community and stakeholders. 	<ul style="list-style-type: none"> To explain, clarify and demystify the crisis. To inform people of self-care steps, progress of pandemic (anti-viral/vaccine, etc), and steps taken by the federal government and its stakeholders to provide necessary services to maintain population health/social stability. To keep stakeholders/partners up to date with the latest information, and aware of their roles/responsibilities. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Frequent updating of PHAC website – public and provider pages (fact sheets, Qs and As etc.; educational videos on hand washing.) Relevant links to other sites. Operationalize call center and publicize toll-free numbers where public and providers can call for information or assistance.

4.3.2 Public Safety Canada

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> On behalf of the Government of Canada, coordinate federal communications messaging and activities across the federal government. 	<ul style="list-style-type: none"> To support the lead department, PHAC, by aligning federal communications activities outside the purview of the lead. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Daily conference calls with federal Director General of Communications. Coordinate and share federal evergreen media lines and ESF12 daily reports. The Government of Canada Pandemic Influenza Communications Response Plan.
<ul style="list-style-type: none"> To liaise with Senior Officials Responsible for Emergency Management (SOREM) at the P/T level. 	<ul style="list-style-type: none"> Update SOREM community on the federal level activities related to pandemic. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Conference calls with SOREM representatives from the provinces/territories

4.3.3 Health Canada

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To inform FN and Inuit communities of pandemic activity in Canada and actions needed to protect themselves. 	<ul style="list-style-type: none"> To coordinate response with the Public Health Agency, provinces, territories and FN and Inuit communities. 	<ul style="list-style-type: none"> Direct, collaborative and through First Nations and Inuit Health Branch regions. 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> More intensive communications with partners and stakeholders. Increased coordination of public information campaigns with PHAC, partners and national Aboriginal organizations. Distribution of materials through stakeholders, partners and provinces Inclusion of key FN and Inuit messages in ministerial news conferences. Identify and make Health Canada spokespersons available for interviews and news conferences to address issues related to First Nations and Inuit health.
<ul style="list-style-type: none"> To communicate information concerning vaccines and antiviral medications authorized for use to help protect against the virus. 	<ul style="list-style-type: none"> Provide information for health professionals and the general public. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Develop risk communications products (including public advisories and warnings, Dear Health Professional letters and others) for broad distribution.
<ul style="list-style-type: none"> To provide information concerning counterfeit products found on the Canadian market or the Internet from foreign destinations. 	<ul style="list-style-type: none"> Provide information to health professionals and the public. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Develop risk communications products (including public advisories and warnings, Dear Health Professional letters and others) and ensure broad distribution.
<ul style="list-style-type: none"> Provide workplace health and safety guidance to federal/ frontline/overseas workers. 	<ul style="list-style-type: none"> Update and maintain contact lists; engage partners; raise awareness and inform federal workers of the Workplace Health and Safety Program and Office of Emergency Preparedness responsibilities. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive Consultative Collaborative 	<ul style="list-style-type: none"> With PHAC, Labour Canada, Treasury Board and provinces/territories, develop materials and maintain broad dissemination via the internet and departmental extranets.
<ul style="list-style-type: none"> Provide guidance regarding health care for Internationally Protected Persons. 	<ul style="list-style-type: none"> Provide information to stakeholders and the public. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Develop web communications materials.
<ul style="list-style-type: none"> Manage Health Canada's communications response in regions in close collaboration with PHAC, provinces/ territories and other partners. 	<ul style="list-style-type: none"> Build and maintain FPT relationships and networks to ensure effective communications response. 	<ul style="list-style-type: none"> Direct. 	<ul style="list-style-type: none"> Proactive. Reactive. 	<ul style="list-style-type: none"> media outreach. include regional perspective in national materials whenever appropriate. media lines and other media relations tools developed with regions.
<ul style="list-style-type: none"> To communicate information concerning adverse reactions to antiviral drugs and all other marketed therapeutic health products used for the prevention or treatment of a pandemic strain of influenza, and actions that should be taken in response. 	<ul style="list-style-type: none"> Develop materials to advise health professionals and the general public 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Risk communications products (public advisories and warnings, Dear Health Professional letters and others) for broad distribution

4.3.4 Provinces/Territories

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To implement pandemic phase of the P/T pandemic influenza plan. 	<ul style="list-style-type: none"> To mobilize P/T spokespersons (preferably media trained) and ensure that they have appropriate training and skills. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Regular and frequent news conferences as required. Make technical experts available for media technical interviews/briefings, local media events, etc.
<ul style="list-style-type: none"> To establish timely fourway communications sharing with federal government and agencies, municipalities, stakeholders and providers. 	<ul style="list-style-type: none"> To present a united front with international, federal, municipal and health care partners. To provide updates on situation. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Teleconferences, email, sharing of communications products. Joint news conferences with local municipalities, federal government and agencies. Compassionate, caring, empathetic, hard-hitting and forthright communications.
<ul style="list-style-type: none"> To fully implement very high profile province-wide public education/awareness campaign, aligned with national campaign. 	<ul style="list-style-type: none"> To inform public and stakeholders of actions needed to protect themselves. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Provinces/territories to consider use of: <ul style="list-style-type: none"> print ads. local radio ads. television ads outlining what to do/what not to do/where to get vaccine. web ads.
<ul style="list-style-type: none"> To inform ministers and MPPs/MNAs/MLAs of health portfolio response. 	<ul style="list-style-type: none"> To provide updates on current activities. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Briefing materials, media lines, Qs and As.
<ul style="list-style-type: none"> To ensure that there is consistency in messaging with other provinces/territories (use federal government as point of contact), international community and local bodies. 	<ul style="list-style-type: none"> To explain, clarify and demystify the crisis. To keep people informed of self-care steps, the progress of the pandemic situation (antiviral/vaccine, etc), and the steps taken by the P/T government/stakeholders to provide necessary services to maintain population health/social stability. To keep stakeholders/partners up to date with the latest information, and aware of their roles/responsibilities. 		<ul style="list-style-type: none"> Mobilize press relations centre. P/T websites. 	<ul style="list-style-type: none"> Frequent updating of ministry website – public and provider pages (fact sheets, Qs and As etc., educational videos on hand washing). Establish relevant links to other sites. Operationalize call center and publicize toll-free numbers where public and providers can call for information or assistance.

Primary Communications Roles	Primary Communications Responsibilities	Communications Options	Communications Strategies	Methods and Tools
<ul style="list-style-type: none"> To ensure consistency (continued). 	<ul style="list-style-type: none"> To provide the media with up-to-date information. To demonstrate transparency and accessibility. To select appropriate (trained) spokespersons. 	<ul style="list-style-type: none"> Direct 	<ul style="list-style-type: none"> Proactive 	<ul style="list-style-type: none"> Information specific to health and social services workers via websites, intranets, extranets and special bulletins/newsletters. Press releases and press conferences (regular or ad hoc), according to the severity of the pandemic. Translation of public information tools. Choice of spokespersons according to situation severity (from communications advisor to Chief Medical Officer Health/CPHO or minister). Fast activation of a telephone line to answer questions from the public and provide reassurance. Leaflets and posters widely distributed. Print and electronic media, through media placements and public relations (bookings on information programs). Church bulletins. National media. Community television and print media. Mobilize network of those relaying information – as defined in previous phase – through a variety of media identified in the previous phase.
<ul style="list-style-type: none"> To ensure consistency (continued). 	<ul style="list-style-type: none"> Public and commercial radio stations as well as community radio stations to transmit messages to specific audiences (regions most affected by the pandemic, etc.). Where applicable, broadcast information on radio networks specializing in health. Amateur radio broadcasters (members can relay information). 			<ul style="list-style-type: none"> Briefing sessions to disseminate specific information. Prerecorded health advice (what to do) on telephone lines (while callers are on hold) of establishments in the health and social services network.