

NCCA Crisis Management Plan

Revised 1.19.2018

Note: A crisis management plan (CMP) is a reference tool, not a blueprint. The outline below will be adapted as needed per each event. This plan is not intended to answer all questions, but does provide a framework to develop for each specific crisis.

Executive Summary

Mission Statement

The North Carolina Chiropractic Association is a professional service organization providing a unified voice for all its members. It is dedicated to promoting chiropractic through public awareness, quality post-graduation education, legislative efforts, and securing equality in the health care arena. These collective efforts assure continued growth of the profession, ultimately improving the overall well-being of North Carolina citizens through chiropractic.

Responsibilities

At the NCCA, serving our members is our first priority. In the case of an emergency or crisis it is the responsibility of the NCCA to provide its members and any external stakeholders with timely and accurate information.

Purpose

The purpose of this crisis communication plan is to outline the necessary steps and best practices to follow in the case of a crisis in order to effectively communicate with internal and external stakeholders, including the media. It is designed to equip and prepare the NCCA board and staff to uphold the organization's missions and values in a crisis. This plan is not intended to answer all questions, but does provide a framework to develop for each specific crisis.

Objectives

- Prepare NCCA to accurately evaluate crisis and determine the best course of action for the specific crisis based on severity of the event.
- Help the NCCA form the appropriate crisis management and crisis communication teams, and distinguish between the two separate teams.
- Equip teams with steps and best practices to be used to uphold the mission and values of the NCCA with both internal and external stakeholders.
- Manage the messages and distribution of those messages to the public and media.
- Create a unified message that can be shared with all internal staff and board members so each person understands their role in the crisis and can take appropriate action.

Preparation: Pre- Crisis

Designated Crisis Management Team

This team is responsible for managing the crisis itself. The composition of a crisis management team may vary depending on the size of the operation, but keep three roles in mind: operations, communications, and subject matter expertise.

The NCCA Crisis Management Team shall be the following:

- **Spokesperson/CEO:** Heather Wrenn, CEO (as per bylaws) This person is the point person during the crisis. Our organization designated this person in the bylaws as the CEO. They will speak on behalf of the organization and relay information to the rest of the team.
- **Senior Official:** President of the NCCA.
- **Advisors:** Two advisors selected by the Senior Official based on the need of the crisis team dynamic. These advisors do not necessarily have to be the highest ranking, but instead can be chosen based on experience, expertise, demographic coverage
- **Public Relations Director:** This person writes statements, speeches and all communication pieces to present a unified message as per the direction of the crisis team. They also monitor and report on replies, pick-ups, and updates. For the NCCA this person is currently Rachael Lord.
- **Lawyer (as needed):** In case legal counsel needed.
- **Lobbyist**

Crisis Communication Team

The crisis communication team is responsible for disseminating information to internal and external stakeholders during a crisis, including the media. The Spokesperson is responsible for dividing up tasks among team members as the situation develops.

- **Spokesperson:** As defined in NCCA bylaws, the NCCA CEO.
- **Secondary Spokesperson:** NCCA President
- **Public Relations Director**

Evaluate Stakeholders

1. Internal Stake Holders- have a direct stake in the organization.
 - NCCA Board of Directors
 - NCCA Members
 - NCCA Staff
2. External Stakeholders- not directly affected but have an interest
 - Public
 - Non Members
 - Board of Examiners
 - Legislators
 - Community Decision Makers
 - Media

Evaluate Potential Crisis Risks

Carolina Chiropractors	<ul style="list-style-type: none">• Potentially defame reputation for the NCCA• Currently trying to steal market share
Misinformation regarding NCCA	<ul style="list-style-type: none">• Regarding relationship with HNS• Regarding relationship with the BOE
Apathy of Membership	<ul style="list-style-type: none">• Lack of member engagement and interest could potentially effect events and membership
Natural Disaster (Act of God)	<ul style="list-style-type: none">• Impacting Raleigh Office• Impacting Convention or event
Data Breach or Compromise	<ul style="list-style-type: none">• If the NCCA experiences a digital hack.
Unexpected Death or Imparment	<ul style="list-style-type: none">• Employee or Board member death• Accident or death at NCCA event
Sexual Misconduct	<ul style="list-style-type: none">• member violation or accusation• board or staff violation

During Crisis

Action Plan

As soon as you are aware of any situation that could potentially be a crisis, **immediately notify the CEO of the NCCA.**

***Crisis:** Any situation that is threatening or could threaten to harm people or property, seriously interrupt business, significantly damage reputation and/or negatively impact the bottom line.*

Immediate Response

1. Verify and Assess the Crisis

- The first step is to determine what has happened by identifying as many facts as possible. What happened? When did this happen? Who was involved? How did it happen?
- Verify the safety of the situation.

2. Notification and Assignments

- The CEO will contact the crisis communication team and notify of an incident.
- If needed" Initial statements will be send to board and staff members on how to respond.
- Any questions should be directed to the CEO.

3. Assess the communication crisis level

- (See page 5 chart as example)

On-Going Response

4. Communication Management

- find out who knows what and what info needs to be conveyed.

5. Develop Messages

- work with CM Team and/or CC team (based on level) and create any needed communication.

6. Approve and Release Messages

Post-Crisis

7. Monitor and Provide Feedback

Example chart reference in "Asses communication crisis level"

LEVEL	COMMUNICATION CHARACTERISTICS
<p style="text-align: center;">4 <i>HIGHLY INTENSE</i></p>	<ul style="list-style-type: none"> • Media have immediate and urgent need for information about the crisis. CEO may need to provide opening statement of empathy/caring.
	<ul style="list-style-type: none"> • One or more groups or individuals express anger or outrage.
	<ul style="list-style-type: none"> • Broadcast and print media appear on-site for live coverage.
<p style="text-align: center;">3 <i>INTENSE</i></p>	<ul style="list-style-type: none"> • Crisis causes growing attention from local and regional media.
	<ul style="list-style-type: none"> • Media contacts non-CCT staff for information about the crisis.
	<ul style="list-style-type: none"> • In addition to the media, stakeholders and community partners are present at site.
	<ul style="list-style-type: none"> • Affected and potentially affected parties threaten to talk to the media.
<p style="text-align: center;">2 <i>MODERATELY INTENSE</i></p>	<ul style="list-style-type: none"> • Crisis situation may/may not have occurred; the situation is attracting slow, but steady media coverage.
	<ul style="list-style-type: none"> • External stakeholders () receive media inquiries.
	<ul style="list-style-type: none"> • The public at large is aware of the situation/event but is attracting very little attention.
<p style="text-align: center;">1 <i>MINIMALLY INTENSE</i></p>	<ul style="list-style-type: none"> • Crisis attracts little or no attention.
	<ul style="list-style-type: none"> • Pre-event information requests are received.
	<ul style="list-style-type: none"> • Public and/or media are virtually unaware of crisis.