



# Crisis Communications in the Healthcare Setting

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# Who I Am: Leading Industry Healthcare Advisory Firm

## Who We Are

575+

Our team of experts includes former CEOs, COOs, CFOs, CMOs, CNOs, CIOs, Clinical Department Leaders, MDs, RNs, PharmDs, and more.

Our team backgrounds vary from communications executives, former attorneys, policy analysts, Congressional investigators, and spokespeople for governmental and regulatory bodies.

580+

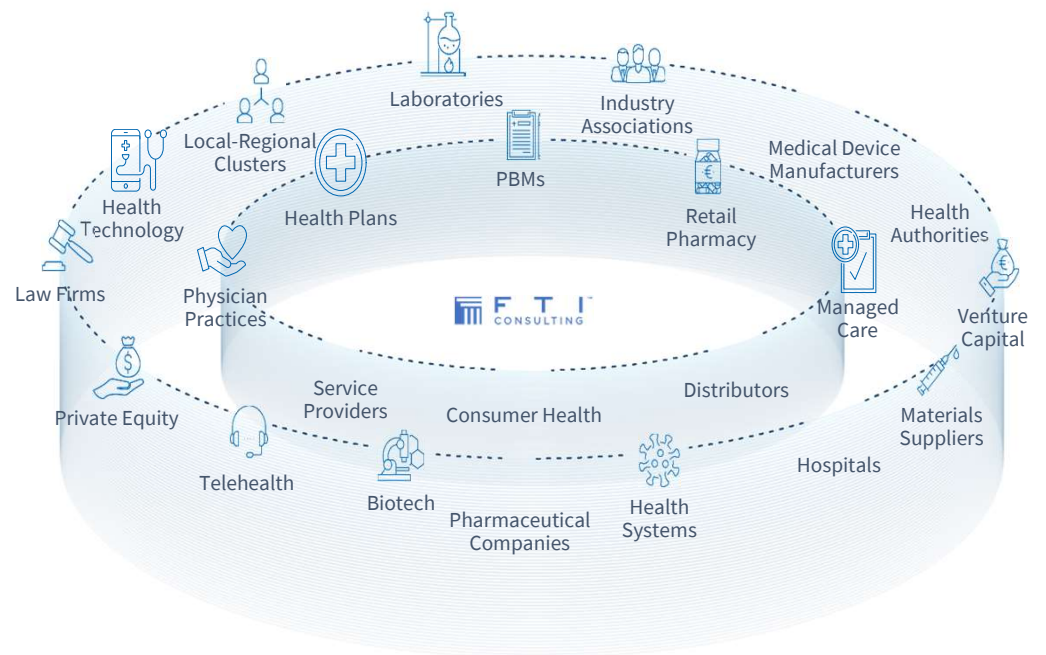
Healthcare clients served over the past three years



## Our Solutions

- Strategic Communications
- Research and Insights Capabilities
- Risk, Regulatory and Quality Support
- Business Transformation

## Ecosystem Served



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# Our Strategic Communications

FTI builds campaigns that involve communicating with multiple stakeholders through multiple channels.

- FTI's Strategic Communications team helps healthcare and life sciences companies navigate complex issues and highly regulated environments in order to build and maintain their reputation with key stakeholders.
- Our integrated offering is comprised of a global team of more than 70 professionals who provide counsel and execute tailored communication strategies that resonate with key audiences and allow companies to meet their business goals and objectives.
- Our content specialists and digital experts leverage online and social media channels to reach key stakeholder audiences, amplify content and shape conversations.



Shaping Public Policy



Preparing and Navigating Cyber Incidents



Developing Integrated Communications Campaigns



Executing M&A Communications



Promoting and Protecting Reputation



Supporting Organization Transformations



Engaging Policymakers



Driving Long-Term Shareholder Value



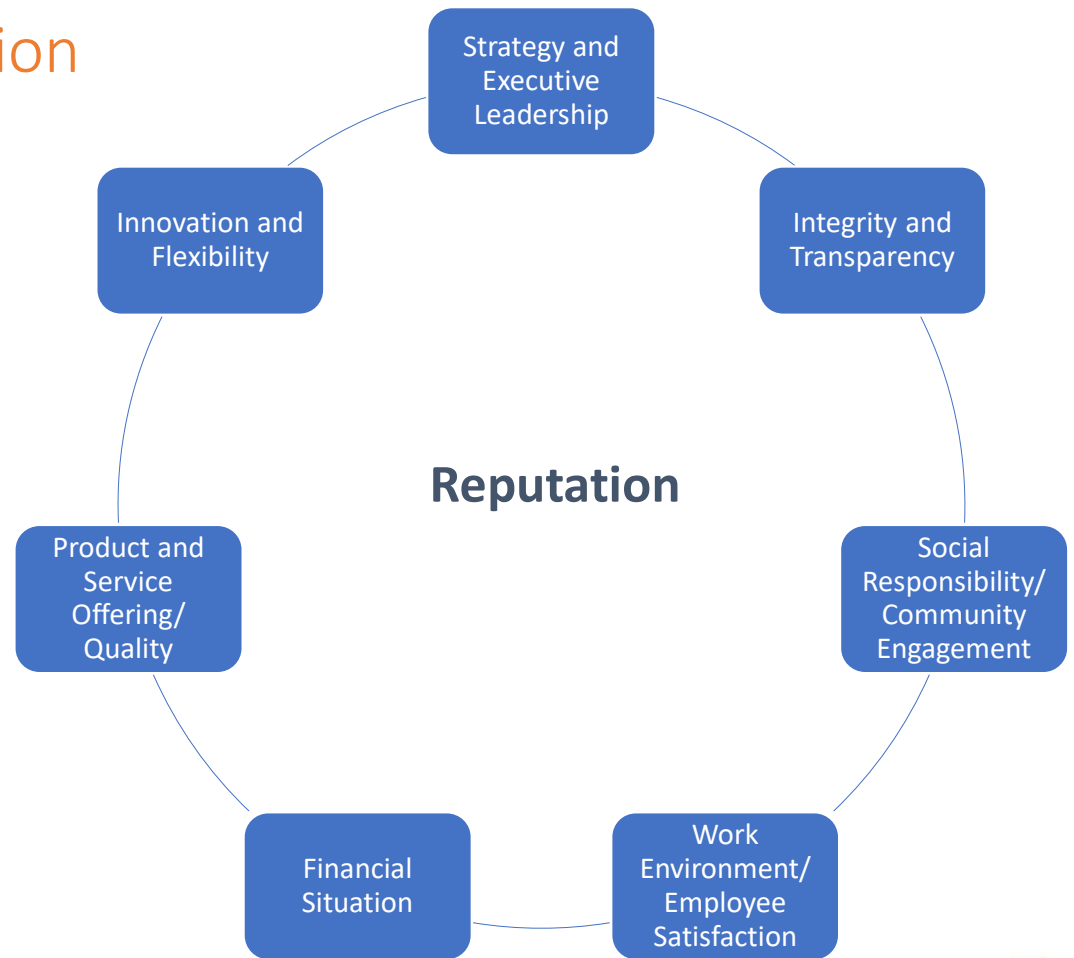
Our expertise covers a broad spectrum of disciplines, including public affairs, corporate communications, investor relations, issues and crisis management, litigation support, data management, marketing, product communications, scientific writing, and scientific research.



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## Before Crisis, Let's Talk Reputation



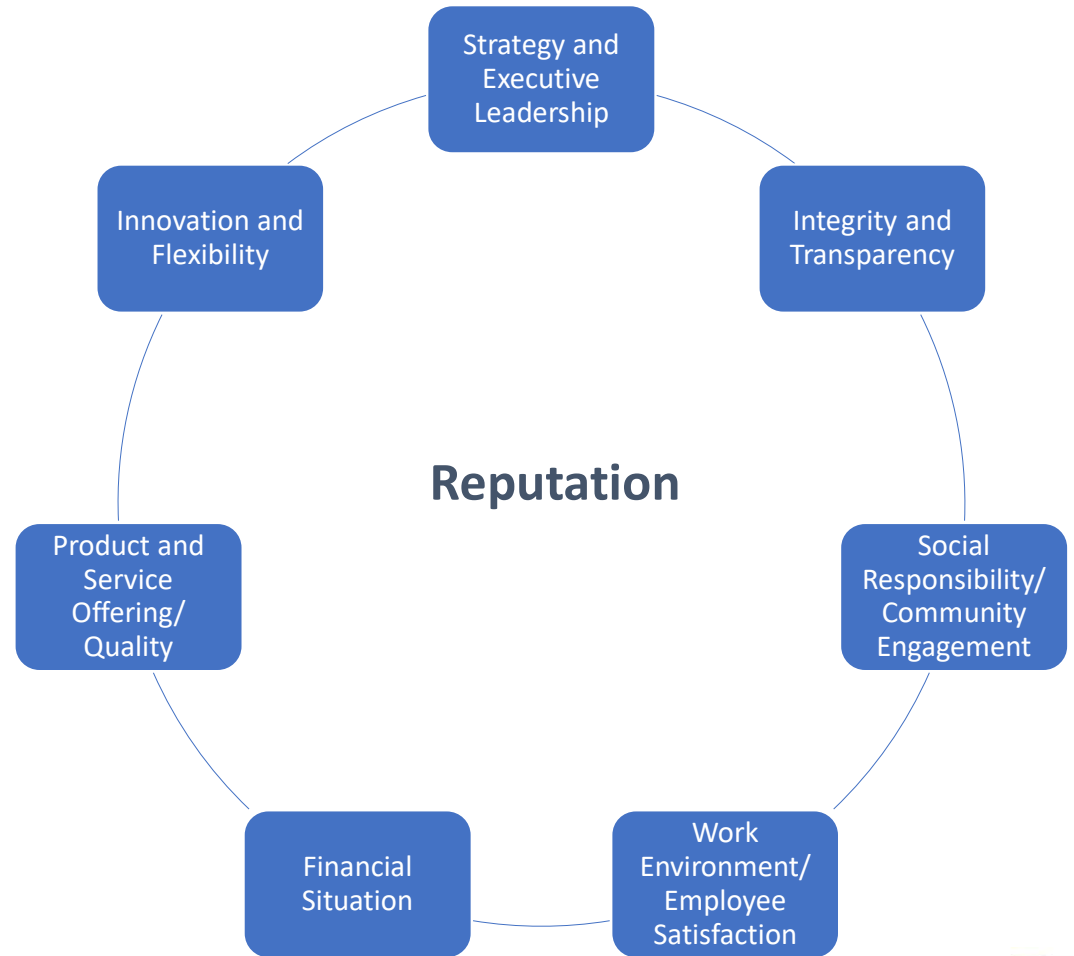
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## Exercise: Your Reputation

Now think about your center, clinic, workforce, team, etc.:

- What are your strengths for each of these inputs?
- What are your worries (weaknesses) for each of these inputs?



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What We Do As Communicators

**Your primary job is to**

**Deliver messages**

**Facts are not the same as messages...**



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## The Usual Architecture

Question → Answer

Question → Answer

Question → Answer

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**The Bottom Line** They get the narrative THEY want



September 27, 2019



## Your Architecture

Question → Message

Question → Message

Question → Message

**The Bottom Line** You get the narrative YOU want



September 27, 2019

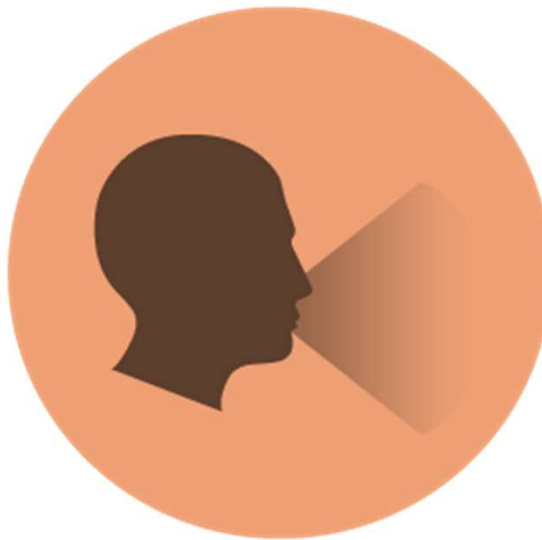




# Three Elements of Communication



**Verbal**



**Vocal**



**Visual**

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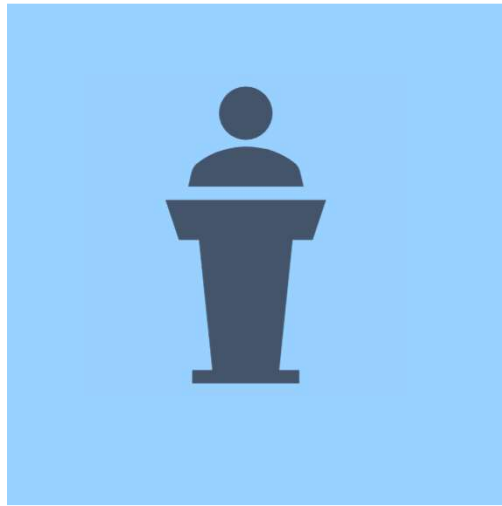


# Three Elements of Communication

## Care & Concern



## Control



## Commitment



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# Example of the 3 C's

**A hurricane is coming...  
What are you doing to prepare for the hurricane?**

<p><b>The safety of our staff and facilities is our first priority</b></p>	<p><b>We are monitoring the storm's progress and preparing our facilities for potential impact</b></p>	<p><b>We will keep employees up to date and keep them off the asset until we know it is safe to return</b></p>
<p>We will begin evacuating non-essential staff from our facilities tomorrow and Saturday.</p>	<p>If the course of the storm does not change, our plans call for shutting in production on Sunday.</p>	<p>Employees receive a daily status notification</p>
<p>Essential personal will be evacuated on Sunday</p>		<p>We have no pre-determined date for return to the asset</p>

**The first row are messages; the rows below are proof points**



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# Framing Statements

Voice	Example
<b>Expertise</b>	As someone who worked in this industry for X years, I can tell you that X...
<b>Personal Experience</b>	I know what it's like to ... and that's why I've worked so hard to ...
<b>Emotional Connection</b>	It's clear that the community is concerned about X. I share those worries, and that's why ...
<b>Common Ground</b>	It's important to me, as someone whose family lives here, and that's why we've worked hard to ...
<b>Personal Mission</b>	It's critical that we X, and that's why our team has worked so hard to ...
<b>Organizational Mission</b>	We're working hard to X, and we're all proud to be part of such an important effort.



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# Effective Communication Do's and Don'ts

## DO

- Remember your reason for being there
- Know that first impressions are everything. First 30 seconds, last 15 seconds are critical
- Say what YOU want to say – take control, don't wait for the "right" question
- Repeat, repeat, repeat
- Represent Rozier (don't speak for others)
- Avoid industry jargon
- Be prepared for tough questions
- Be willing to say "I don't know"

## DON'T

- Discuss matters outside your area of expertise
- Lie or exaggerate
- Speculate
- Take critical comments personally
- Appear condescending with a non-technical audience
- Answer questions without tying back to key messages



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# Hooking, Bridging & Flagging



**Let the listener know upfront you have several key points to make**

“The first of the three elements involved in this issue...”

“There are two primary rationales...”

“We really have three important reasons for pursuing...”



**USE transitions to control the Q&A**

“You may also be interested in knowing...”

“What you need to remember...”

“Another question I’m often asked is...”

Let me add...



**Underscore what should be most important to remember**

“What’s most important is...”

“That question gets to the heart of the matter...”

“What is really critical to know about this is...”



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## Acceptable Phrases

**We do not have that information at this time.**

**We cannot discuss matters in litigation.**

**I can't speculate on (topic.)**

**I can't speculate on budgetary projections of that nature.**

**This is outside of my area of expertise.**

**That question is better answered by...**

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**Your primary job is to**

**Deliver  
messages**



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# Examples



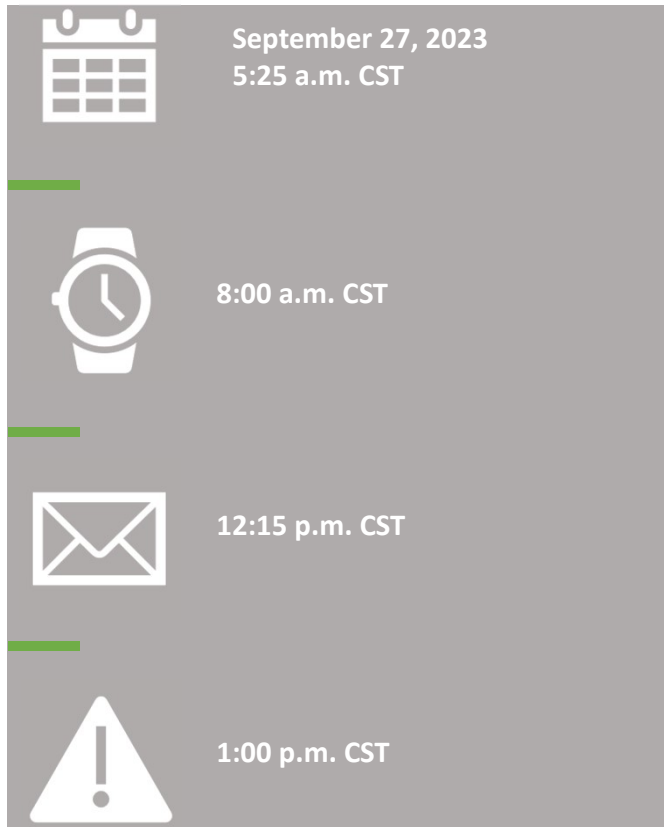
# Examples



# Keep it Real



## Exercise: Let's Map Out A Health Center Crisis



A vertical timeline on a grey background with green horizontal dividers. It features four icons: a calendar, a watch, an envelope, and a warning sign. Each icon is followed by a time stamp.

September 27, 2023  
5:25 a.m. CST

8:00 a.m. CST

12:15 p.m. CST

1:00 p.m. CST

Your internal IT team identified suspicious network activity in their systems. This was elevated to the leadership team who then begins an internal investigation to determine the scope and impact of the activity.

Your front desk begins fielding a large number (~100) of phone inquiries from providers stating they're unable to verify member benefits or obtain prior authorization for patients seeking care. Also, several plans (~25) are reporting that claims can not be process nor can they verify insurance coverage.

A ransomware extortion email is received by your leadership team and confirms that a threat actor exfiltrated sensitive member data (including PHI/PII) and will leak the stolen information on the Dark Web unless your health center agrees to pay a ransom.

A report has now reached out to your communications team to ask about the incident.



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## Exercise: Think About...

1. Reputational Stakeholders
2. The Double Three Elements of Communications
3. Guiding Questions...



- At this point in time, who are the most important stakeholders?
- What should be said publicly and/or internally, if anything?
- What are the most pressing reputational, operational, and financial considerations that the center should address first? How do these impact the operations of the day?
- Would you want and/or expect the Board to be involved in ransom payment discussions?
- Does the media inquiry change our current messaging about this incident? If so, how?
- Given the widespread media coverage, what – if anything – should be said to patients? Should a similar message be delivered to employees?



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Thank You



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