Social Media Crisis Management in Day/Residential Treatment Programs

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MACMH, April 27-29, 2014
Day Treatment Center Crisis

SPECIAL REPORTS
7-year-old Girl Murdered For Blowing Bubbles In Her Milk
Thursday March 22, 2012  2:43 PM

“...wrestled to the ground”

“...held in a choke hold for over an hour.”

Restraints still used after girl's death

Treatment of mentally ill children denounced

By Meg Kissinger of the Journal Sentinel
Agenda

• Structure & growth of social media
• Current & potential uses in crisis management
• Recommendations for social media crisis management
  • Building awareness & commitment to social media
  • Combine with marketing & business strategy
  • Response strategies
  • Debriefing & recovery
Social Media Growth 2006-2012

http://devriesblog.com/2012/03/08/chart-social-media-platforms-by-number-of-users/

http://www.dstevenwhite.com
SOCIAL MEDIA PUTS INCREASING PRESSURE ON COMPANIES TODAY

81% of respondents believe that new media’s role in driving reputation during a crisis is on the rise.

65% of respondents feel that new media makes crises more difficult to manage...

...And 65% believe it is hard to know who influences opinion online.

When it comes to new media

66% of respondents believe new media has significantly increased the potential cost of a crisis.

However, after a crisis,

55% believe new media (including social media) has made it easier to recover.

Digital crisis Communications Study
HALF OF COMPANIES DO NOT FEEL CONFIDENT HANDLING NEW MEDIA DURING A CRISIS

Q134/135: Which of the following statements is closer to your view?

Engaging and monitoring social media channels
- 54% do not have full expertise
- 46% do have full expertise

Understanding who online stakeholders are and how to engage with them
- 50% do not have a good grasp
- 50% do have a good grasp

Digital crisis Communications Study
Word of Mouth—before and after...

Crisis communication networks—Nature article
How media information goes “viral”

1. Your site (due to all the inbound links)
2. Major blog #1 (with link to your site)
3. Digg story (linking to your site)
4. Blog #2 (with link to your site)
5. Tweet (linking to your site)

And so on...

Source: www.compete.com
Bad news travels fast

It’s not all bad news: Marketing Benefits

- Increase public awareness of your services & risks
- Provide useful information that will draw searches
- Build relationships and alliances with key stakeholders
- Keep stakeholders informed on effectiveness and safety
- Identify market segments and their characteristics
- Establish monitoring parameters for positive & negative chatter
Social Media Marketing  vs  Crisis Use

- Increased customer engagement
- Improved branding & reputation
- Differentiation from competitors
- Clear service promotion
- Market segment identification
- Reduced marketing costs
- Conduct market research
- Speed of feedback & results
- Identification of positive & negative comments
- Community education, announcements
- Direct communication with customers
- Develop loyalty & credibility
- Attract new clients
- Word of mouth credibility

- Rapid identification of negative chatter
- Identification of positive & negative stakeholders
- Direct contact with influencers
- Single reference for key information
- Ability to immediately post accurate facts & correct misinformation
- Provide timely updates
- Multi-media (text, video)
- Develop & engage supporters
Representative crises for treatment facilities

- Suicide
- Drug use
- Kidnapping
- Bomb threat
- Sexual assault
- Toxic exposure
- Serious assault
- Racial comments
- Negligent homicide
- Presence of firearms
- Environmental exposure
- Information security breach
- Intentional reputational attack
- Competitor initiated misinformation

How would your clients, news media, funding sources, accrediting bodies, critics, etc., reply to a social media firestorm on these issues?
What are the potential costs of.....

• Mandatory security and procedural changes
• Investigations by licensing or legal agencies
• Administrator time to respond to issues
• Staff embarrassment in the community
• Challenges to your programs
• Staff stress & turnover
• Insurance increases
• Legal consultation
• Reduced funding
• Reputation loss
• Fewer referrals
• Liability claims
• Grant loss
• Fines

.....and it can last for years!
Where to start: Risk Audit

• Identify the range of potential crises that can occur
• Consider the type of facility, services, clients, setting, community
• Check insurance companies for actuarial tables
• Search literature and social media for incidence & impact of crises
• Contact professional associations for benchmarking information
• Contact similar agencies for their experiences
• Involve people in the discussion & determination
Black Swan Events – Low Probability/High Impact

1. We can’t manage risks by predicting extreme events

2. Past events don’t help predict unlikely future events

3. We don’t listen to advice about what we shouldn’t do to avoid risks

4. Extreme event risk can’t be measured by standard deviation

5. Mathematical probability is not equivalent to psychological probability

6. Our values of efficiency, debt leverage, overspecialization and maximizing shareholder value don’t tolerate protective redundancy
Social media crises on the rise

76% of these crises could have been prevented or diminished
Do you agree or disagree that the following issues present obstacles for your organization in using social media strategies to improve public health or risk/crisis communications?

- **Other competing priorities**: 52% strongly agree, 40% disagree.
- **Staff time/capacity**: 52% strongly agree, 48% disagree.
- **Level of familiarity with tools**: 44% strongly agree, 56% disagree.
- **Organizational culture**: 86% strongly agree, 14% disagree.
- **Privacy concerns**: 86% strongly agree, 14% disagree.
- **Evaluation capacity**: 31% strongly agree, 38% disagree.
- **IT/technological capacity**: 28% strongly agree, 45% disagree.
- **Target population’s access to technology**: 29% strongly agree, 41% disagree.
- **Financial resources**: 42% strongly agree, 27% disagree.
Friend or foe: Effects of adversarial vs collaborative investigations

• **Sample**: 125 child care agencies in 38 states (residential, group home, treatment foster care, day Treatment). All experienced at least one violation investigation

• **Collaborative style**: Courteous, trust, mutual goal of protecting staff and clients, improvement in quality of care, learning from mistakes, sharing information

• **Adversarial style**: No notice, “reading rights,” threats, intimidation, predrawn conclusions, withholding information, arrogance

Results: 25% of facilities reported having negative experiences with investigation. Of them:

- 93% of staff had lower respect for the investigative system
- 83% of staff morale deteriorated as a result of investigation
- 80% discouraged staff commitment to the field
- 72% felt badly about themselves and the work they do
- 63% took a highly defensive position regarding investigation
- 43% showed self doubt and second guessing in subsequent case decision making
- 37% became very cautious in sharing information with parents
- 13% reported that the quality of treatment had declined

The Point: Most investigations are collaborative and constructive—BUT, prepare staff for the stress of investigation and those that are adversarial!
Characteristics of crisis prone organizations

• **Denial**: Refusal to acknowledge a threatening reality. “We don’t need to do anything unless the incident leaks; no news, “Let’s wait to hear more.”

• **Minimizing or Disavowal**: Downplay importance of reality or low risk assessment. “Our 70% staff turnover is normal in this industry; we have more important things to do here; we’ll deal with it if it happens.”

• **Fixation**: Rigid commitment to a particular course of action/attitude. “We’ll let the main office take care of it.”
• **Grandiosity**: Feeling omnipotent. “We have the best staff and management system; only poor organizations have crises; “it can’t happen here.”

• **Over-protectiveness**: Concealing or withholding essential information. “we’re ok so long as this doesn’t get out; no one needs to know this.”

• **Procedural**: Have plans completed but people not aware, trained, or practiced & ready
PreCrisis preparation

Develop supportive relationships
- Develop strong relationships with state licensing and investigative authorities
- Develop positive working relationships with similar service organizations and advocacy groups in the community
- Develop good working relationship with media
- Foster strong trusting and supportive relationship between staff and supervisors
- Make clear the agency’s role in supporting staff

Provide information & training
- Conduct public education on risks common in the field
- Ensure staff training and current approved credentialing related to risk areas; realistic job previews
- Conduct regular training to prepare staff for crises
- Roleplay sample investigations & media inquiries

Regulation awareness & compliance
- Be aware of reporting laws and statutes
- Ensure proper documentation & due diligence
- Be aware of the role and function of investigation, and appreciate the range of styles
Responding to Social Media Crises
Building Awareness & Commitment

• Requires support from top administration
• Education on emerging social media technology & its uses: marketing & crisis management
• Examination of representative crisis cases & consequences of NOT preparing
• Risk audit matrix
• Need for monitoring & mitigation plans
Operational Planning

• Initial planning
  • Identify key audiences, favorable & unfavorable
  • Build proactive & interactive site
  • Integrated tool for monitoring multiple channels
• Staff training
  • Initial orientation & continuing updates
  • Simulations for mastery
  • Information security
  • Social media team development
Responding to Crises

- Centralized monitoring & committed, skilled staff
- Threshold determination & monitoring
- “Dark website” to activate if needed
- Reply plan
  - Personal & conversational tone rather than automated
  - Within six hours
  - Find the source & correct it if needed or “looking into it and will get back”
  - Provide factual information with links to authoritative sources
  - Contact administrators to remove offensive material
- Report format
Dark Website for Rapid Response

• A website can take days or weeks to design and test; a pre-developed site can go live during a crisis
• Information & details are added and available quickly
• It shows the organization is prepared, in control, and responsive
• It becomes the primary hub for information and helps reduce rumors & misinformation
• It can be linked to the organization website, have one or more pages, or have its own URL and replace the company site during the crisis
• It contains a boilerplate about the organization information, board and administration members, latest announcements and releases, how to get more information, and Twitter and Facebook links.
The Darksite should contain:

• All available facts about the crisis: What happened and what specific steps the organization is taking to respond to the incident.

• Special instructions telling those affected by the crisis; what they should or should not do.

• Background information and an FAQ about the organization and any relevant information that promotes a better understanding of what the organization does and how the crisis occurred.

• Contact information and email addresses for the news media.

• Statements from the top administrators.

• Contact information for members of the public affected by the crisis (e.g., a 24-hour toll-free line, Twitter feed and hash tag, etc).

• Regular and timely updates.
Some recover....some don’t

Figure 4: Recoverers vs Non-Recoverers

Everyone takes an initial hit

Hill & Knowlton (2011)
Sample Case: Domino’s Pizza

Unexpected “toppings” at Domino's (2009)
Search terms for identifying the extent of negative publicity

Domino's Crisis - 6 hours of Google US Searches

- Popularity of Search Terms related to the Negative Domino's Pizza Video during a 6 hour period on April 21, 2009
What would you say in a media release regarding the Domino’s video posted on YouTube? What would your reasoning be in structuring key elements in that release?
Social Media Monitoring
Simple Alerting For the Open Web

- News
- Blogs
- Any new content accessible to a web crawler.
Web Page Analytics

1. Report date window
2. Banding
3. Effective colors
4. Line & Bar charts
5. Dynamic charts & Metrics
6. Smart Labels
7. Lets you customize
8. Interesting info. highlighted
9. Shows metrics by dimension
10. Tells if it is important
Web Page Traffic Alerts

Volume of hits:

Origin of hits:
Social Media Monitoring Metrics

- Real time alerts and delayed summaries
- Engagement and influencer scoring
- Significant changes in positive, negative chatter
- Dashboard graphs (bar charts, pie charts, line graphs)
- Keyword tracking
- Filtering & viewing by channels (e.g., Facebook, Twitter, etc.)
- Competitor & industry tracking
- Geolocation tracking
- Identification & pictures of the tweeters
- Copy of the post
- Link for replying to posts
- Trending stories
Social Media Monitoring
Platforms & Services

- Free or paid subscription
- Monitors major platforms, single or multiple channels
- Monitors @mentions, hashtags, keywords, geolocations
- Provides engagement and influencer scoring
- Multiple graphs for spikes & bursts, trending stories
- Pictures of the tweeter, copy of the post, geolocation, link for replying
- Aggregation of data, timed summaries (e.g., by hour, day, week)
Brand Monitoring

Twitter

Daily change (Tweets): -14.86%
Total Tweets Today (aka Messages): 1,058
Total Tweets found this week: 8,956
Daily Average: 1,280
Latest Tweet: tar en burk coca cola och låtsas att det är pepsi och att året är 1986 och att jag är 23 istället för 3.
Most active author this week: coca_cola_fan

Realtime Blogs & Websites

Daily change (Sites): -17.36%
Total Sites Today: 243
Total Sites found this week: 2,031
Daily Average: 291
Top link: http://wearesocial.net/blog/200...
Top Site: http://twitpic.com

Video

Daily change (Videos): -71.43%
Views this week: 181,043
Videos found this week: 45
Hottest video this week: FDA OKs Reb A
Most popular platform: DailyMotion
Latest video uploaded: comment crée le coca cola

http://www.branded3.com/services/analytics-tracking/brand-monitoring/
### People Who Like Your Page (Demographics and Location)

#### Gender and Age

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
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#### Countries

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<th>Germany</th>
<th>Israel</th>
<th>Canada</th>
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#### Cities

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<th>Boston, MA</th>
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#### Languages

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<th>English (UK)</th>
<th>German</th>
<th>Arabic</th>
<th>Italian</th>
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<td>1,768</td>
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### Page and Tab Visits

The number of times each of your Page tabs was viewed.

**Timeline**

**Admin Tabs**

**Info Tab**

**Photos Tab**

**Others**

**BENCHMARK**

Compare your average performance over time.

<table>
<thead>
<tr>
<th></th>
<th>Timeline</th>
<th>Admin Tabs</th>
<th>Info Tab</th>
<th>Photos Tab</th>
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**Sep 20, 2013**

**Photos Tab**

5

**Others**

30 AUG 11 18 25 22 OCT 08 16 22 29 NAV 03 NOV
Top 20 social media monitoring vendors for business
UberVu

Key goals of PR during crisis

- **Prevention**: Keep the incident from rising to the level of a crisis
- **Containment**: Keep the impact on the company to a minimum
- **Control**: Establish company control over the situation – including the media
- **Communication**: Transmit crisis-related messages accurately and quickly so they are received, understood, and believed
- **Positioning**: Position the company in a positive light – caring, concerned, and taking appropriate action to correct the situation
- **Monitoring**: Ensure that crisis-related messages result in meaningful and appropriate actions.

When it hits the fan...

Concurrence
Decide whether to concur, let stand, or offer positive review. Do you want to respond?

Let Stand
No posted response

Share Success
Do you want to proactively share your story & mission?

Media Posting
Is it positive or balanced?

Triage
Identify and notify key stakeholders

Trolls
Is it a site dedicated to flaming & degrading others?

Monitor & Assess
Avoid responding to specific posts; monitor for relevant information & comments; assess for legal implications

Ragers
Is it a rant, joke, or satire?

Misguided
Are there erroneous facts in the post?

Present the Facts
Respond to the post on the board with factual information

Unhappy Customer
Is the post the result of a poor experience?

Restoration
Rectify & restore a reasonable solution? Consider escalation

Final Evaluation
Should you respond to current specific situation?
## Response Considerations

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</thead>
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<tr>
<td><strong>Transparency</strong></td>
<td><strong>Sourcing</strong></td>
<td><strong>Timeliness</strong></td>
<td><strong>Tone</strong></td>
<td><strong>Influence</strong></td>
</tr>
<tr>
<td>Disclose company connections</td>
<td>Thoroughly cite &amp; link sources</td>
<td>Timely but composed responses</td>
<td>Tone reflects company’s mission</td>
<td>Focus on most used sites related to the company</td>
</tr>
</tbody>
</table>

### Debriefing & Monitoring

- Notify affected parties, monitor for continuing attention, review & revise procedures followed

- **Neutral Action**
- **Media Risk**
- **Direct Response**
A **credible spokesperson** is required to deliver a credible risk communication message. In low-trust, high-concern situations, credibility is assessed using four measures:

- **Empathy, caring & concern** (50% rated highest importance, usually assessed in the first 30 seconds; highest value for industry)
- **Competence, knowledge and expertise** (15-20%; highest value for citizen groups)
- **Perceived honesty and openness** (15-20%)
- **Commitment, dedication** (15-20%; highest value for government)
- **An additional 77 non-verbal cues** have been documented to influence perceptions of trust and credibility (Covello, 1992a)
Audience sensitivity may be increased and lead to lower credibility with the following:

- jargon (creates a verbal barrier; if you use jargon, define it immediately in 6 common words or less)
- Humor or sarcasm (*no place* in high concern cases)
- counter-attacks
- worst-case scenarios
- risk/cost/benefit comparisons
- negative allegations
- negative words or phrases
- promises/guarantees
- speculation
- Money or numbers
- organizational identity (never use the name of organization as a person or subject of a sentence)
- technical details and debates
Strategies

Most public recovery strategies incorporate the following five components:

- **Forgiveness**: win forgiveness from stakeholders and create acceptance for the crisis
- **Sympathy**: portray organization as unfair victim of attack by outside persons; willing to accept losses
- **Remediation**: offer compensation for victims and families (counseling & financial assistance)
- **Rectification**: take action to reduce recurrence (triple sealed & increased random random inspection)
- **Effective leadership**: clear, visible, consistent role-modeled message from beginning by CEO
A proper apology should contain these elements:

• A detailed account of the situation
• Acknowledgement of the hurt or damage done
• Taking responsibility for the situation
• Recognition of your role in the event
• Statement of regret
• Asking for forgiveness
• Promise that it won’t happen again
• A form of restitution whenever possible

“...and so it’s agreed, in order to sharpen our crisis management skills, we’re enrolling in an apology workshop.”
Social Media
Debriefing & Recovery

• Involve key stakeholders for debriefing review

• Make accurate and thorough data and examples available

• Questions for discussion:
  • What went well and not so well?
  • How can we improve next time?
  • Did we have the right tools?
  • Other questions & concerns?
HHS Social Hub

Connect With Us

Twitter  Facebook  YouTube  Pinterest  Flickr  Email Updates  Healthbeat  Podcast

HHS Social Media Directory

The HHS Social Media Directory is a database that features all official HHS accounts on social media channels.

Learn more about using social media at HHS.

Using The Directory

Search and sort the database by:

- Channel Type
  Ex: Facebook, Twitter, Pinterest
- Category
  Ex: Public health, Research, etc.

Channel Type: All Channels  Category: Emergency Preparedness & Response
Keyword(s): Search  View All
What doesn’t work.....
Q/A?