Crisis Management Team Toolkit

Project Shield Taskforce
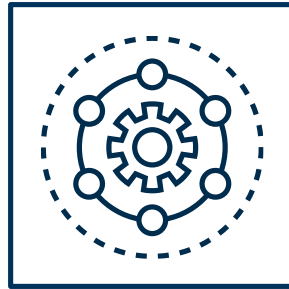
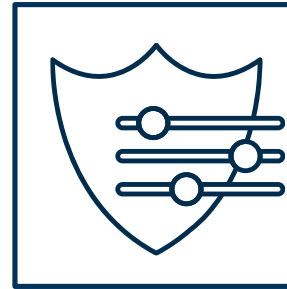# Agenda

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Background

Background

As a healthcare insurance company, Bupa Arabia is held at the highest standards for health & safety. Therefor, in response to the outbreak of coronavirus, we have **immediately activated a cross-functional crisis team** to centralize messaging, update guidelines and develop Business Continuity Plans **(BCP)** for different scenarios.

We've been fortunate to learn from our Global partners and other market units, and thus, we take it upon us to provide you with a toolkit to support your organization during these times.

This presentation is supplemented with templates and visuals that you can adapt and repurpose to fit your business. *__(Click here to access the Crisis Management Toolkit folder).__*

Strategic Framework & Threshold
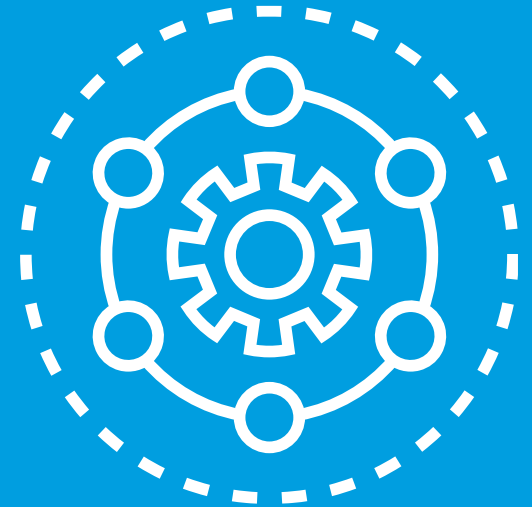
Identify Clear Threshold (Benchmarked against Singapore MoH)

Color Code	Nature of Disease	Impact on Daily Life	Advice to employees
Green	Disease is Mild **OR** Disease is severe but does not spread easily from person to person (e.g. MERS, H7N9)	**Minimal Disruption** e.g. border screening, travel advice	• Be socially responsible: if you are sick, stay home • Maintain good personal hygiene • Look out for health Advisories
Yellow	Disease is severe and spreads easily from person to person but is occurring outside Saudi **OR** Disease is spreading in Saudi but is (a) typically mild i.e. only slightly more severe than seasonal influenza. Could be severe in vulnerable groups (e.g. H1N1 pandemic) OR (b) being contained	**Minimal Disruption** e.g. additional measures at border and/or healthcare settings expected, higher work and school absenteeism likely	• Be socially responsible: if you are sick, stay home • Maintain good personal hygiene • Look out for health advisories
Orange	Disease is Severe **AND** spreads easily from person to person, but disease has not spread widely in Saudi and is being contained (e.g. SARS experience in Saudi)	**Moderate Disruption** e.g. quarantine, temperature screening, visitor restrictions at hospitals	• Be socially responsible: if you are sick, stay home • Maintain good personal hygiene • Look out for health advisories • Comply with control measures
Red	Disease is Severe **AND** is spreading widely	**Major Disruption** e.g. school closures, work from home orders, significant number of deaths	• Be socially responsible: if you are sick, stay home • Maintain good personal hygiene • Look out for health advisories • Comply with control measure • Practice social distancing; avoid crowded areas

Build a strategic framework based on your business needs

Communication (internal and external)

- Develop stakeholder's map and develop key messages for each.
- Develop messaging inline with the company's position.
- Centralize communication to ensure consistency across all platforms with the following objectives:
- Inform and engage employees
- Engage community
- Engage customers
- Maximize the use of internal and external channels to deliver company's messages
- Assess reputational risk based on various scenarios and develop response statement for each scenario
- Develop a crisis communication plan with public statements, critical questions and dissemination protocol.

Human Resource Management

- Monitor developments from regulators.
- Propose additional HR measures, including flexible work hours, common areas closure, quarantine measures etc…
- Adhere to all health advisories issued by relevant regulators.
- Educate employees.
- Plan for continuity of leadership.
- Ensure all measures are being followed, including visitors' guidelines.
- Ensure facility hygiene, including common areas and receptions.
- Ensure adequate supply, i.e.. masks, gloves, thermometers, sanitizers etc…
- Clean and disinfect Bupa premises.
- Collate updated contact information, including vendors.
- Review employee management policies (absence leave, sick leave, travel etc..).
- Obtain health declaration from employees travelled to infected places.

Business Continuity Plan

- Identify critical business functions (prioritized activities) and essential employees
- Set up alternate teams of employees
- Cross train employees and covering arrangement to minimize disruptions
- Activate, monitor and deactivate Business Continuity Plan when needed

Customer Management

- Identify impact on customers and ensure that plans are in place to continue to meet customer needs
- Adjust the operation model to fit the current situation

Crisis Management
Team Approach

Crisis Management Team Approach

Category 1	Category 2	Category 3	Category 4
Project Planning	Human Resource Management	Business Continuity Plan	Customer Management

Ongoing Communication (Internal & External)

Category 1
Project Planning

Crisis Management Team Approach
Category 1 – Project Planning

		Activities
01		Develop crisis management team structure and roles **(Template 1)**
02		Identify representatives from different departments and career levels to be dedicated for committees and work streams (**HR, Marketing, Finance, Sales, Risk and Operations**)
03		Conduct a kick-off session with key executives to introduce the project team and discuss project objectives
04		Communicate the crisis management team structure and objectives to all employees **(Template 2)**
05		Dedicate an office area to be the command center for crisis management team
06		Assign a project manager to ensure adherence to deadlines using a clear PMO track and send updates on daily/weekly basis **(Template 3 & 4)**

Category 2
Human Resource Management

Crisis Management Team Approach
Category 2 – Human Resources Management

		Facilities Plan
01		Increase hygiene across the building and contract with a licenses company to disinfect the building as a preventative care measure and incase of emergencies.
02		Change all cleaning materials and purchase anti-bacterial tools and liquids - HR - Marketing - Finance - Sales - Risk - Operations
03		Train our facilities team on "pandemic" cleaning protocols using new tools and materials
04		Increase frequency of cleaning based on: utilities area (kitchen, toilets etc.)- 6 times per day; common areas (pantry, mosque etc.) - 4 times per day; Offices - once per week
05		Launch hygiene campaign in all buildings based on MoH
06		Increase sanitizers in meeting rooms, meeting rooms, hallways, mailing room, reception, beside elevators etc and include visuals.

Crisis Management Team Approach
Category 2 – Human Resources Management

		Facilities Plan *(Cont'd)*
07		Contract in-house nurses in all buildings and train them on latest measures and protocol
08		Develop visitors' protocol with declaration form to ensure the safety of your employees **(Template 6 & 7)**
09		Set-up anti-bacterial ventilation system
10		Install infrared cameras in the entrances of all offices

Crisis Management Team Approach
Category 2 – Human Resources Management

		Employees Plan
01		Develop travel policies based on GACA and MOH and update it on regular basis **(Template 8)**
02		Dedicate CMT call center to answer questions and log all cases of employees who have been impacted by travel policies.
03		Track and check in every 2 days with employees under the below categories: • Self-quarantine • Stuck in banned countries • Living in quarantined city (example Qatif) Emphasize on self-quarantine guidelines and provide any support when necessary.
04		Assign health & safety champions with the following responsibilities: • Ensure adherence to new measures and policies. • Support during implementation of BCP drills. • Champion the building evacuation during crisis.
05		Refresh delegation of authority to ensure leadership continuity.
06		Educate employees on the following: • Health tips & hygiene practices as per MOH guidelines • Updates on Corona virus situation • Introduction of social distancing policy

Category 3
Business Continuity Plan

Crisis Management Team Approach
Category 3 – Business Continuity Plan

		Employees Plan
01		Develop/ refresh business continuity plans for each department **(Figure 4)**
02		Develop evacuation scenarios based on the previously defined thresholds. **(Template 9)**
03		Activate BCP across different departments in all regions as a stress test. (Details to follow)

Crisis Management Team Approach
Category 3 – Business Continuity Plan

		Employees Plan
3.1		**Phase 1: Initial actions** Step 1: Activate the BCP and notify leaders Step 2: Communicate BCP activation to the employees Step 3: Account for safety and well-being of employees Step 4: Assess the department available resources Step 5: Re-assess continuity priorities
3.2		**Phase 2: Recovery** Step 6: Initiate recovery strategies Step 7: Recover process enablers
3.3		**Phase 3: Stabilization** Step 8: Manage equipment usage Step 9: Manage systems backlogs Step 10: Communicate additional requirements Step 11: Update third parties Step 12: Re-confirm internal decencies
3.4		**Phase 4: Deactivation** Step 13: Deactivate the BCP and notify the leaders Step 14: Notify team about BCM deactivation Step 15: Perform post incident evaluation

Category 4
Customer Management

Crisis Management Team Approach
Ongoing communication (internal & external)

1 **Internal communication**

1.1 Frequent updates

- Develop a simple template and define frequency of sending them.

- Send out communication at the same time on weekly/daily basis.

- Ensure that your communication includes policy updates, news alerts, and health tips.

1.2 Major announcements

- Develop a simple template for major announcements.

- Ensure updating your employees with major announcements and policy updates as they happen.

- Identify which messages need to go as general messages and which ones need to come from your top leader.

Template 9   Figure 10

2 **External communication**

2.1 Clients and members

- Keep your members and clients informed with relevant news to your industry.

- Alter your messaging to communicate relevant information to the current issue.

- Restructure your members' communication to be relevant.

Figure 11

2.2 Regulators

Send out proactive updates to your regulators

Template 10

2.3 The Public

- Avoid promoting launching new products that irrelevant to the current situation.

- Minimize marketing and promotional campaigns.

- Engage your community with messages relevant to the situation and inline with your industry.
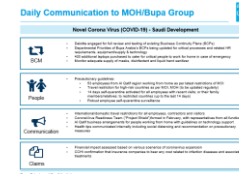
Lessons Learned

Lessons learned

Regulators

- Monitor and adhere
- Engage and update

Communications

- Be consistent across all platforms
- Leverage all channels

Operations/ Customer management

- Monitor and adhere
- Engage and update

Employees

- Follow conservative measures
- Create an employee hotline
- Keep them informed

Thank you