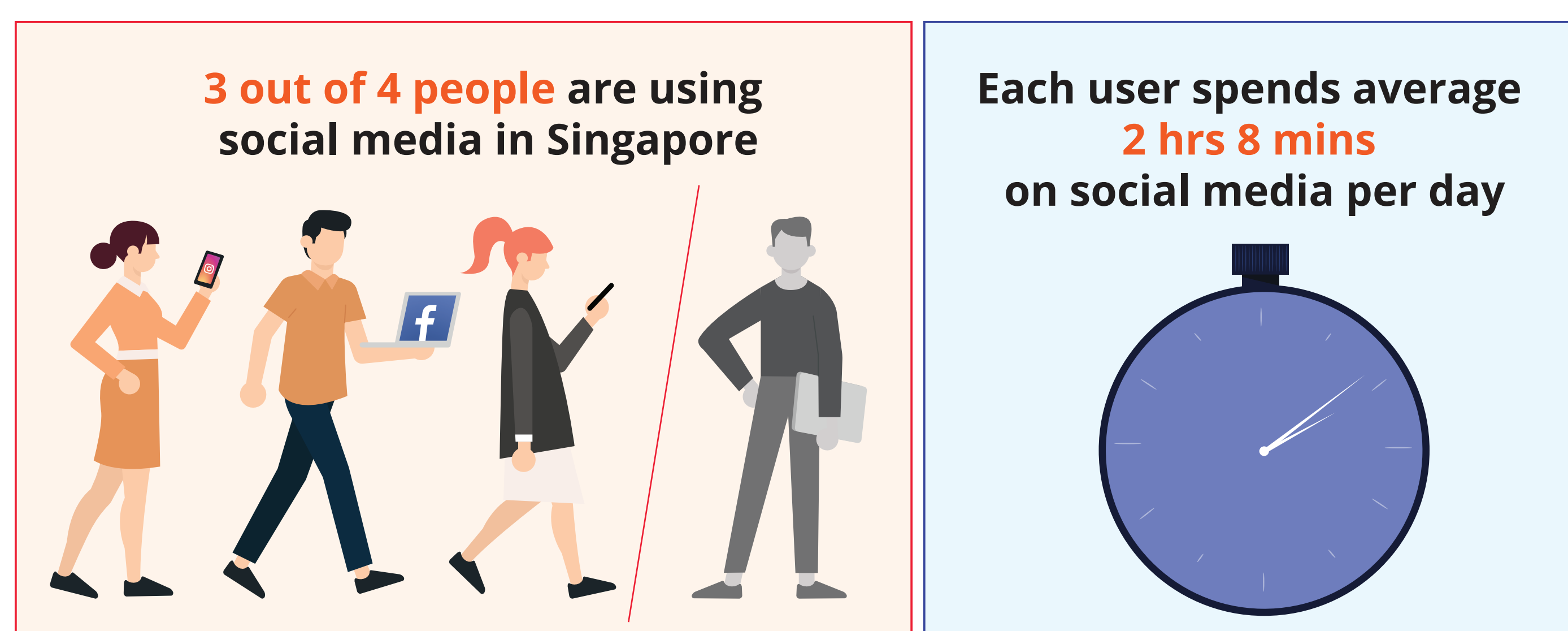


SingHealth data breach, SGH Hepatitis C incident, CGH medical negligence law suit, HSA compromising data of 800,000 blood donors, SMC ruling against a NUH psychiatrist on breach of patient confidentiality and HSA recall of Losartas – the spotlight is very much on public healthcare in recent years. Whilst social media enables news to be transmitted at an unprecedented rate enhancing our ability to disseminate information, conversely, negative publicity can also quickly escalate into a crisis scenario.

As part of reputation management, we must be agile and able to respond expeditiously in order to keep pace with the expectations of social media channels and more importantly, to maintain public confidence in our healthcare institutions. For SingHealth data breach alone, the crisis management team received **over 2,000 online queries and mentions on the first day**; giving a sense of the speed of response that is called for.



How can a healthcare organisation better manage online sentiments and netizens' opinions in times of crisis?

How to pre-empt a brewing incident from turning into an online crisis?

AIM

The social media managers from the various Institutions in SingHealth gathered with the aim of:

- Formulating a standardised management and governance of social media platforms for SingHealth and all its Institutions
- Developing a general code of online conduct for staff
- Developing a crisis communications response strategy for responding to online sentiments, the escalation process and appropriate reporting to key stakeholders
- Leveraging social media as an enabling multiplier for strategic messaging and online crisis communication

RESULTS

A Social Media Playbook is developed as a live document with the following chapters:

1. Social Media Playbook Executive Summary
2. Social Media Escalation and Crisis Communications
3. Social Media Engagement Policy and Guidelines for Staff
4. Social Media Governance
5. Social Media Platform Management

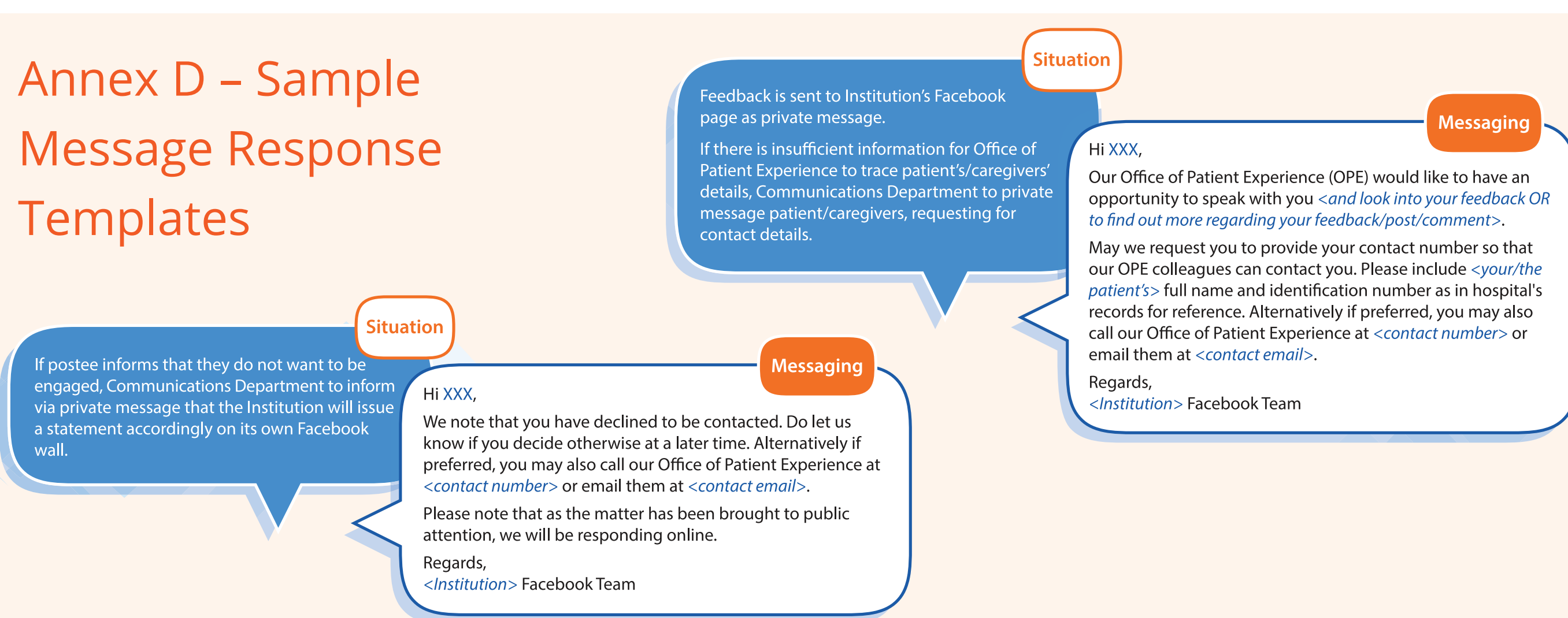
It is compiled from the collective documentation and experience of SingHealth and all its Institutions' Communications Departments.

METHODOLOGY

With the emphasis of the project on Online Crisis Management, the team has to consider the following:

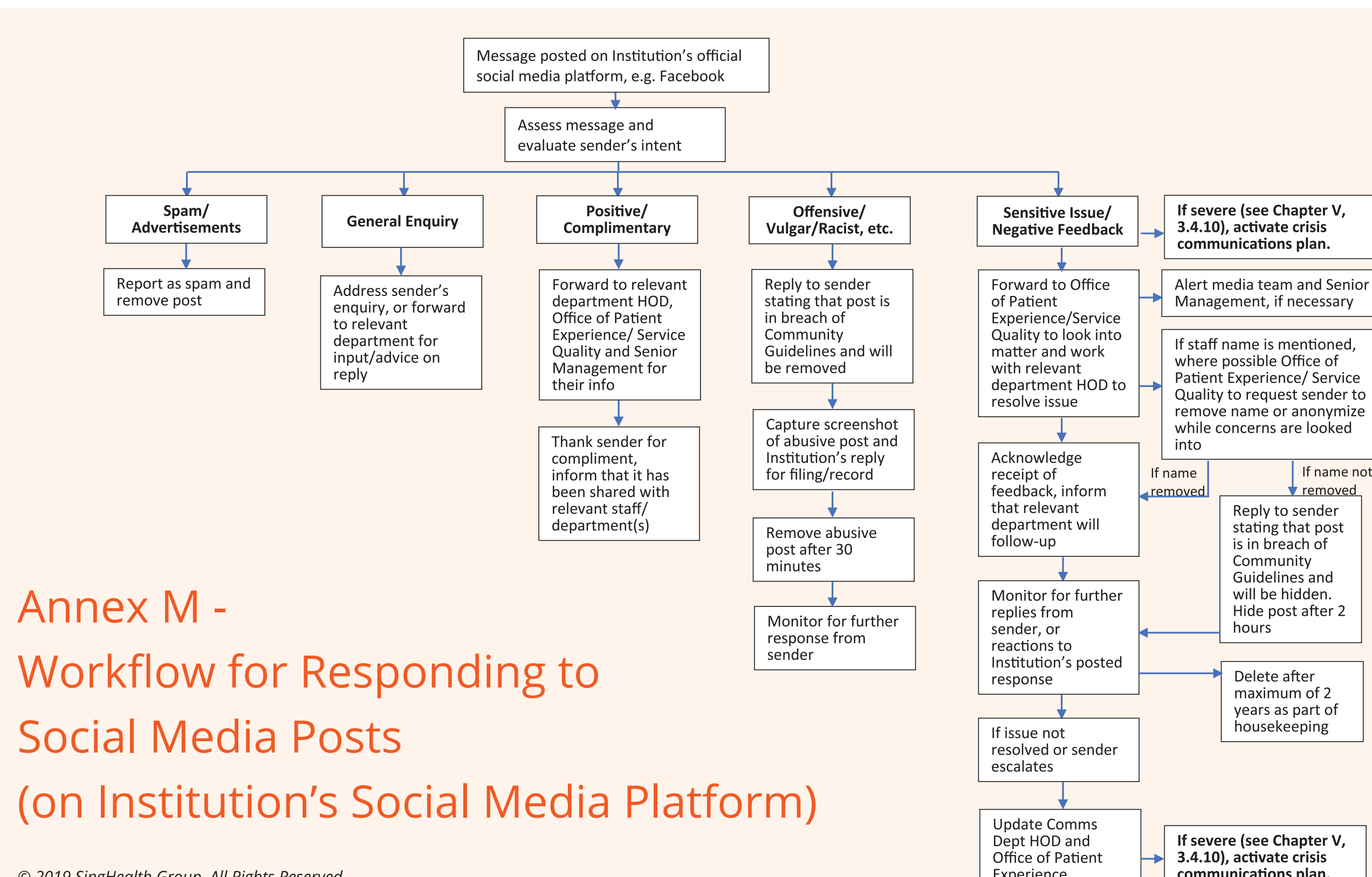
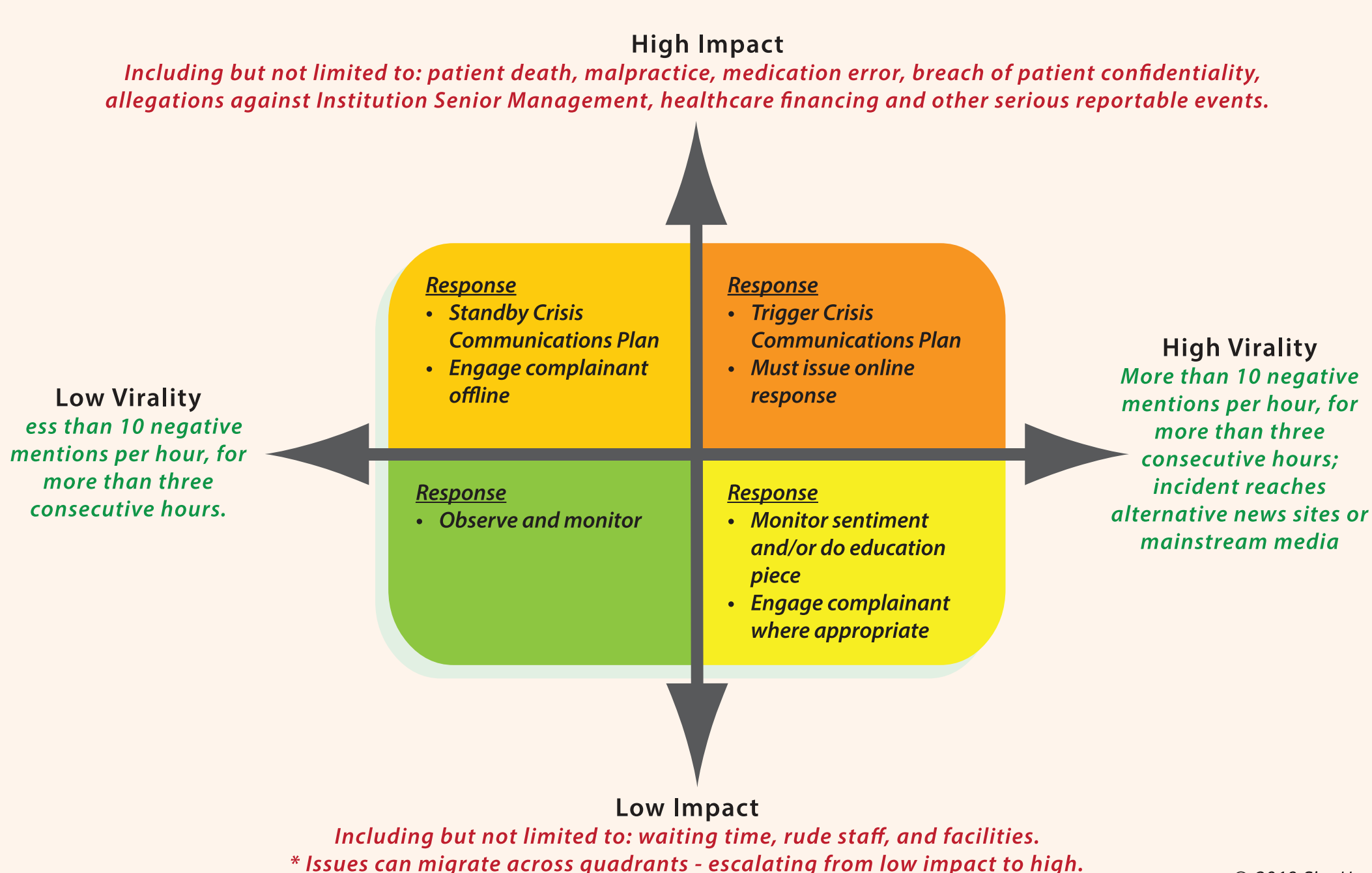
- Formulate and develop a copyrighted industry-first process matrix for escalation and crisis communications in case of both anticipated and unanticipated social media crises.
- Determine what categories of posts to be escalated and to whom
- Plan for increased volumes of posts due to a full-on social media onslaught on our Institutions
 - Who will do what, when, and how to handle each scenario.
 - Map process out in the plan, including how to reach people in an emergency and designate exact roles and responsibilities.
- Leverage on social media platforms across cluster for cohesion and congruence
- Enable social media tracking and monitoring to gather online sentiments

Annex D – Sample Message Response Templates



Annex A - I/V (Impact/Virality) Framework ©

The I/V (Impact/Virality) Framework is a guide for assessing a negative mention (at time of discovery) and determining the most logical response to the issue.



Annex M - Workflow for Responding to Social Media Posts (on Institution's Social Media Platform)

CONCLUSION

With the completion of the Social Media Playbook, the team will be promoting the purpose and usage of findings at various cluster-wide meetings and townhalls, and subsequently across healthcare communications.

Contact your Communications Department or the authors to get a copy of the **Social Media Playbook**

