



Singapore Healthcare Management 2021

Managing Reputation Risk Online

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Communications



Introduction

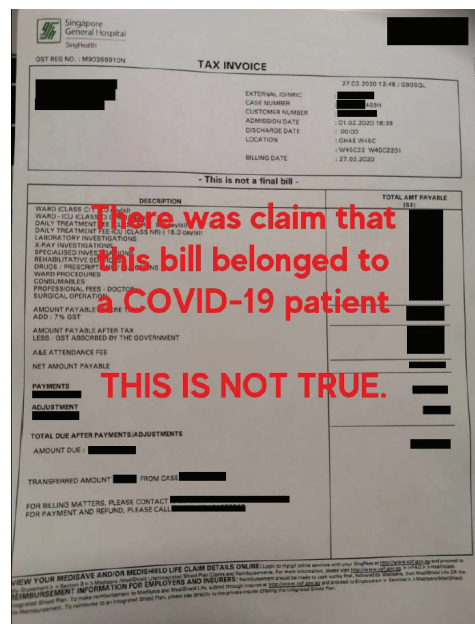
\$100,000 for COVID19 treatment at SGH.

Sensationalised news to draw attention and views. Social media enables news and information to be disseminated at an unprecedented rate.

Conversely, fake news, misinformation or 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 Singapore's flagship hospital and one of the premier hospitals in the world.

In 2020 alone, SGH was mentioned over 7,000 times online on major news outlet and social media channels. How do we make sense of the information and decide which news to engage and reply? What should be the speed of our response?



Methodology

The SGH Communications Department has embarked on a project through:

1. Reviewing the process on managing feedback, complaints and news online
2. Consulting relevant stakeholders to achieve efficiency and timeliness for coordinated response through multiple channels
3. Establishing guidelines and escalation plans to various stakeholders managing the issues

Result

1. Established the S.A.F.E Approach to debunk Fake News (See Chart 1)
2. Developed tier framework for assessing a negative mention and determining response plan. (See Chart 2)
3. Developed workflow for responding to negative news online (See Chart 3)
4. Set-up pre-emptive tracking and monitoring to understand trends and online sentiments
5. Organised townhall session to educate staff on social media and process to manage issues online

Conclusion

With the established frameworks and escalation process, the department has improved the operational efficiency for managing reputation online. Through the collaborative efforts of all the stakeholders (Communications, Office of Patient Experience, Medical Board & Legal), we have a clear process on mitigating risk for complaint that first surfaced in social media.

Case Study - Managing Negative News

When it was brought to our attention that an SGH patient posted on her Facebook requesting for donation to renovate her house due to a surgery at SGH. The SGH Communications worked with OPE to investigate and manage the issue. The group also worked with Medical Board and Legal to issue a statement to the media.

On Mothership, the title implied that SGH operated on the wrong site. The team contact them to correct their headline. The team continued to monitor it's traction and sentiments after it was rectified. Due to the swift response plan, the story was only picked up by the tabloid newspapers, Sin Min Daily and Lianhe Wanbao.



Frameworks Developed

Chart 1: S.A.F.E Approach to debunk Fake News

- Swift** (in responding to it)
- Accurate** (be objective and clear in addressing it and putting our position across)
- Firm** (if action needs to be taken eg if there is intent to cheat, such as forging of invoices, prescriptions, MCs)
- Educate** (on verifying information, check against credible source)

Chart 2: Tier framework for assessing a negative mention

Tier	Type of Feedbacks	Virality	Response Plan
1	Waiting time, rude staff, facilities	Less than 10 negative mentions per hr	<ul style="list-style-type: none"> • Respond if on appropriate channels • Observe and monitor issue
2		More than 10 negative mentions per hr or incident reported on alternative news site	<ul style="list-style-type: none"> • Engage complainant and request for them to contact Office of Patient Experience • Standby Crisis Communications Plan • Monitor issue
3	Patient death, malpractice, medication error, breach of patient confidentiality, serious	Less than 10 negative mentions per hr	<ul style="list-style-type: none"> • Monitor issue and public sentiment • Standby Crisis Communications Plan • Contact Office of Patient Experience and Care Team to engage complainant offline
4	allegations against management & staff, data breach and any other serious reportable events	More than 10 negativementions per hr or incident reported on alternative news site	<ul style="list-style-type: none"> • Issue online response • Contact Office of Patient Experience and Care Team to engage complainant offline • Monitor the issue, its spread and sentiment. • Activate Crisis Communications Plan

Actions in Crisis Communications Plan include (1) monitoring key sites such as mainstream media (Straits Times), social media and alternative news site, (2) taking and archive screenshots when sentiments are extremely negative or positive for reporting and documentation, (3) using social media monitoring data to understand how online sentiments are progressing to calibrate appropriate responses and (4) providing periodic updates to Senior Management on spread and sentiment.

Chart 3: Workflow for responding to negative news online

