



TABLE OF CONTENTS

3.	Communications	3-2
3.1	A Comprehensive Interagency Pandemic Influenza Communication Plan	3-2
3.2	Objectives of the Interagency Pandemic Influenza Communication Plan	3-3
3.3	Triggers for the Interagency Pandemic Influenza Communication Plan	3-3
3.4	Purpose of the Peterborough County-City Health Unit Communication Plan	3-4
3.5	Responsibilities and Partners for the Interagency Pandemic Influenza Communication Plan	3-6
3.6	Media Releases	3-8
3.7	Channels of Communication	3-10
3.8	Press Conference and Media Interviews	3-10
3.9	Communications at Mass Immunization Clinics	3-12
3.10	Website, Electronic Mail and List Servers	3-13
3.11	Fact Sheets and Posters	3-14
3.12	Advertisements and Bulletins	3-14
3.13	Telehealth and Health Canada	3-15
3.14	Peterborough County-City Health Unit Main Telephone Line – 743-1000	3-15
3.15	Public Inquiry Line	3-16
3.16	Health Care Settings	3-17

3. Communications

There was terror afoot in 1918, real terror.....The media and public officials helped create that terror – not by exaggerating the disease but by minimizing it, by trying to reassure....The fear, not the disease, threatened to break the society apart.... So the final lesson, a simple one yet the most difficult to execute, is that those who occupy positions of authority must lessen the panic that can alienate all within society.... Those in authority must retain the public’s trust.

The Great Influenza, John M. Barry

Communication is an extremely important aspect of outbreak and crisis management. Effective internal and external communications provide the backbone for a coordinated response. A wide range of groups at all levels will need to share accurate, timely and consistent information about what is known about the pandemic strain and the risks to public health as well as advice on how to manage those risks at each stage of a pandemic. Clear, concise, timely messages from a credible source using multiple delivery methods will be key to ensuring good communication during an influenza pandemic.

Notification that pandemic influenza has come into Canada will be through the Public Health Agency of Canada (PHAC). Notification that influenza has entered the province of Ontario will be through the Public Health Branch of the Ministry of Health and Long Term Care (MOHLTC). Notification that pandemic influenza is in Peterborough City or County will be by the Medical Officer of Health (MOH).

The MOH will notify the Warden of the County of Peterborough, the Mayor of the City of Peterborough, and the Chair of the Board of Health. When any pandemic-relevant information is obtained from local, provincial and national sources, the MOH will also notify the Community Emergency Management Coordinators (CEMC) for the City of Peterborough, County of Peterborough and the eight townships of Peterborough County. The CEMCs will be asked to alert or activate their Emergency Operation Centres (EOC). The MOH will activate the Peterborough County-City Health Unit (PCCHU) Emergency Control Group (ECG). Each decision centre will then conduct a notification fan-out to respective members. A media release will be prepared with specific advice for the public.

3.1 A Comprehensive Interagency Pandemic Influenza Communication Plan

The pandemic communication plan has been developed jointly by the PCCHU, Community Emergency Management Coordinators for the City and County of Peterborough and the

Section 3: Communications

Peterborough Regional Health Centre (PRHC), to respond to information needs of the public, health care workers, essential services and key stakeholders, during all phases of the pandemic.

3.2 Objectives of the Interagency Pandemic Influenza Communication Plan

During a pandemic, media attention will be intense and information demands will continue over several months. Sustaining public and workplace confidence over time will be a challenge. Credible spoke persons will be assigned to the role of communicating messages in Peterborough City and County.

It is also important to note that the public will likely be exposed to provincial, national and international media as well as local media during the pandemic period. This can lead to confusion as the local pandemic response could be very different than what is happening elsewhere. It will be critical when crafting key messages that the Communications Lead take into account what is being reported locally about the pandemic in other regions and clarify what is unique or different to the pandemic experience in Peterborough City and County.

The objectives of the Interagency Communication Plan are as follows:

- To ensure that Peterborough City and County is prepared to respond to public and health care worker communication needs;
- To educate Peterborough County and City residents about the pandemic plan and the activities of the Interagency Team during a pandemic;
- To provide consistent, coordinated and effective public and provider communications;
- To identify the communication activities that should occur during each phase of the pandemic;
- To ensure pandemic communications and key messages are coordinated with the provincial and federal governments;
- To ensure health care workers have access to transparent, accessible, accurate, real time information that will help them respond to challenges during each phase of the pandemic;
- To ensure that health care workers can share lessons learned during each phase of the pandemic with those who will use the information to continuously improve Peterborough City and County pandemic response; and
- To ensure all identified communication pathways are utilized.

3.3 Triggers for the Interagency Pandemic Influenza Communication Plan

This communication plan will be initiated when an influenza pandemic is declared and upon activation of the Emergency Operation Centres of the City, County and townships and/or Health Unit. The amount and frequency of communications activity will be determined by the severity of

Section 3: Communications

the pandemic and whether or not it originates in the Peterborough City and County area. For pandemics originating outside the local area, the PCCHU will follow the lead of the Ministry of Health and Long Term Care (MOHLTC) and structure its public communications with a similar frequency using the mechanisms described below in section 9.1.f. If the pandemic originates within the PCCHU jurisdiction, communications will follow the twice-daily press conference schedule outlined below in section 9.1.g.

3.4 Purpose of the Peterborough County-City Health Unit Communication Plan

The purpose of the communication plan is threefold:

To educate by:

- Providing information to assist the public in making the best possible decisions about their wellbeing;
- Providing information on influenza symptoms and the measures required to protect those at greater risks; and
- Providing the public and healthcare providers with transparent, accessible, useful, accurate, technical real-time information to protect themselves during a pandemic.

To reassure by:

- Demonstrating that the Health Unit is prepared and is working with the key stakeholders in the community and at the provincial and federal levels to ensure that there are plans in place before a pandemic occurs;
- Providing educational sessions to the public and stakeholders on pandemic planning;
- Demonstrating that the Health Unit will be able to initiate its pandemic influenza plan when required;
- Issuing regular timely updates that provide accurate and relevant information;
- Being responsive to information from the public and stakeholders and using that information to shape and adapt communication messages;
- Recognizing the hard work and dedication of all health care workers; and/or
- Modeling a calm approach designed to reduce fear, avoid panic and encourage vigilance.

To be accountable by:

- Providing accurate and timely information;
- Reporting regularly on the health care system's ability to respond to the emergency to ensure that the public and key stakeholders are informed; and

Section 3: Communications

- Ensuring strong two-way communications between mass immunization clinics and the PCCHU ECG.

The communication plan will direct information to the following groups:

- The public;
- PCCHU staff at both work sites and clinic sites;
- Health care workers (include anyone conducting activities within a health care setting that will bring him/her into contact with patients (e.g., emergency service workers, physicians, nurses, allied health professionals, students, etc.); support services (e.g., housekeeping); and volunteers); and
- Essential services and key stakeholders (funeral directors, fire department, police department, social services, etc.).

The focus of public communications is to raise awareness of the risks of influenza and the steps people can take to prevent the spread of influenza, including influenza immunization. The communication plan will establish and utilize a broad network to disseminate information regarding pandemic preparedness and the information required during a pandemic. The mechanisms that will be considered are follows:

- Media
- Information boards/posters at clinic sites
- PCCHU Main Telephone Line (743-1000)
- Pre-recorded Telephone Messages, including both voice mail recordings on 743-1000 and pre-recorded messages that can be automatically deposited to PCCHU staff voice mail accounts and other public distribution lists (such as the Kawartha District Pine Ridge School Board list of student home numbers)
- Peterborough City Public Inquiry Line
- Internet and electronic mail
- Newspaper Advertisements and Bulletins
- Television and Radio
- Schools, Pharmacies, Workplaces, Township Offices, Libraries, Day Nurseries (such as the GPAEDC list of 5,000+ business fax numbers for use in emergencies only)
- Mass Mailings and Faxes

During the pandemic period, communications will focus on providing up-to-date, timely, accurate information about the pandemic to both the public and health care workers, essential services and key stakeholders, informing them of the steps being taken to respond to the pandemic. Information can change rapidly, so avoiding the use of printed materials is advised to mitigate confusion and prevent wastage.

Section 3: Communications

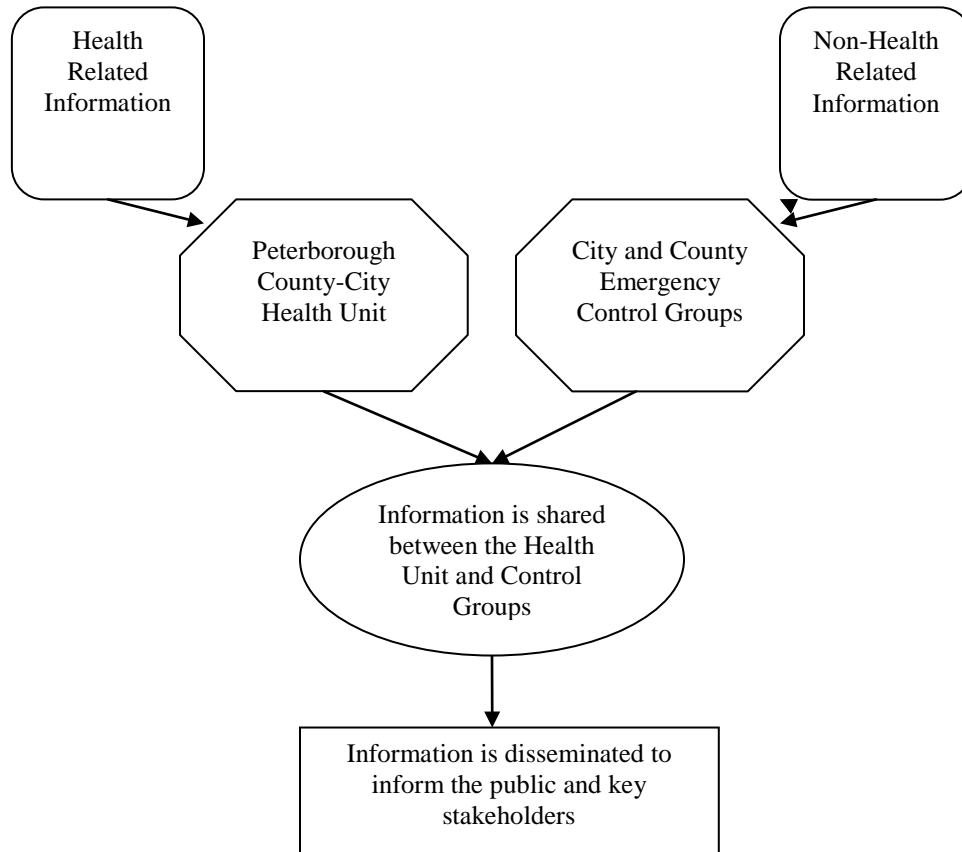
The PCCHU has various mechanisms in place to communicate with the public and health during a pandemic. They include public meetings, website, fact sheets, media briefings/ press conferences, postings at clinic sites, social media sites such as FaceBook, and advertising. Information will also be disseminated through hospitals, clinics, laboratories, schools, daycares, university, college, workplaces, long term care and retirement homes, pharmacies, township offices, access centres, etc.

Prior to the pandemic period, PCCHU and clinic staff will be trained in how to deal with hostile/angry people.

3.5 Responsibilities and Partners for the Interagency Pandemic Influenza Communication Plan

To ensure that the public are informed in a concise, clear manner and that to prevent duplication, information will be divided into two categories:

1. Health Related Information; and
2. Non-Health Related Information.



Health Related Information: The PCCHU is responsible for preparing and disseminating media releases related to the health and welfare of public, essential services and health care workers (e.g., vaccine clinics, details about illness/deaths in the community and control measures). The PCCHU will prepare media releases in consultation with the following partners: Peterborough Regional Health Centre, Peterborough Provincial Laboratory, and the Central East Access Centre. The primary spokesperson for the Peterborough County-City Health Unit will be the Medical Officer of Health or designate.

Non-Health Related Information: The Peterborough City and County Emergency Control Groups, are responsible for preparing and disseminating media releases related to the maintenance of essential services (transportation, public utilities, social services, etc.), for example, reduction in transit services. The Peterborough City and County Emergency Control Groups will prepare media releases in consultation with the following partners: local municipalities, Provincial Ministries as applicable, school boards and other agencies on an ad- hoc basis. The spokesperson for the Peterborough City and County Emergency Control Groups will be the Mayor of the City of Peterborough and the Warden of the County of Peterborough or their designates.

Section 3: Communications

3.6 Media Releases

Media releases will be generated as needed. The Communications Lead of the PCCHU ECG will ensure messaging is consistent with provincial and federal pandemic information or as directed by the MOH. To ensure that those involved in decision-making during a pandemic are informed prior to the public, media releases will be faxed to all PCCHU staff and clinic staff, Emergency Control Groups (in the City, County and townships), the Warden of the County of Peterborough, the Mayor of the City of Peterborough, and the Chair of the Board of Health before faxing and/or emailing to the media contacts. Media releases will also be faxed to organizations that represent vulnerable populations for dissemination to their clients (See Section 11: Vulnerable Populations).

The media releases from the PCCHU will use the PCCHU media release template. If hospital data is included, the PRHC logo will be included. Key information to be provided includes:

- World Data;
- Canadian Data;
- Ontario Data;
- Peterborough County and City Data:
 - School absenteeism surveillance
 - Pharmacy surveillance
 - Hospital Emergency Room (Syndromo) surveillance
 - Laboratory confirmed cases
 - Deaths
 - Number immunized to date
- Influenza Vaccine Update, including sequencing plans;
- Antiviral Distribution Update;
- Hospital and Alternate Care Site Update (to be provided by the PRHC and PRHC contact name to be included in media release); and
- Recommendations and/or Control Measures
- Updates on what the Interagency Pandemic Committee is doing during the pandemic

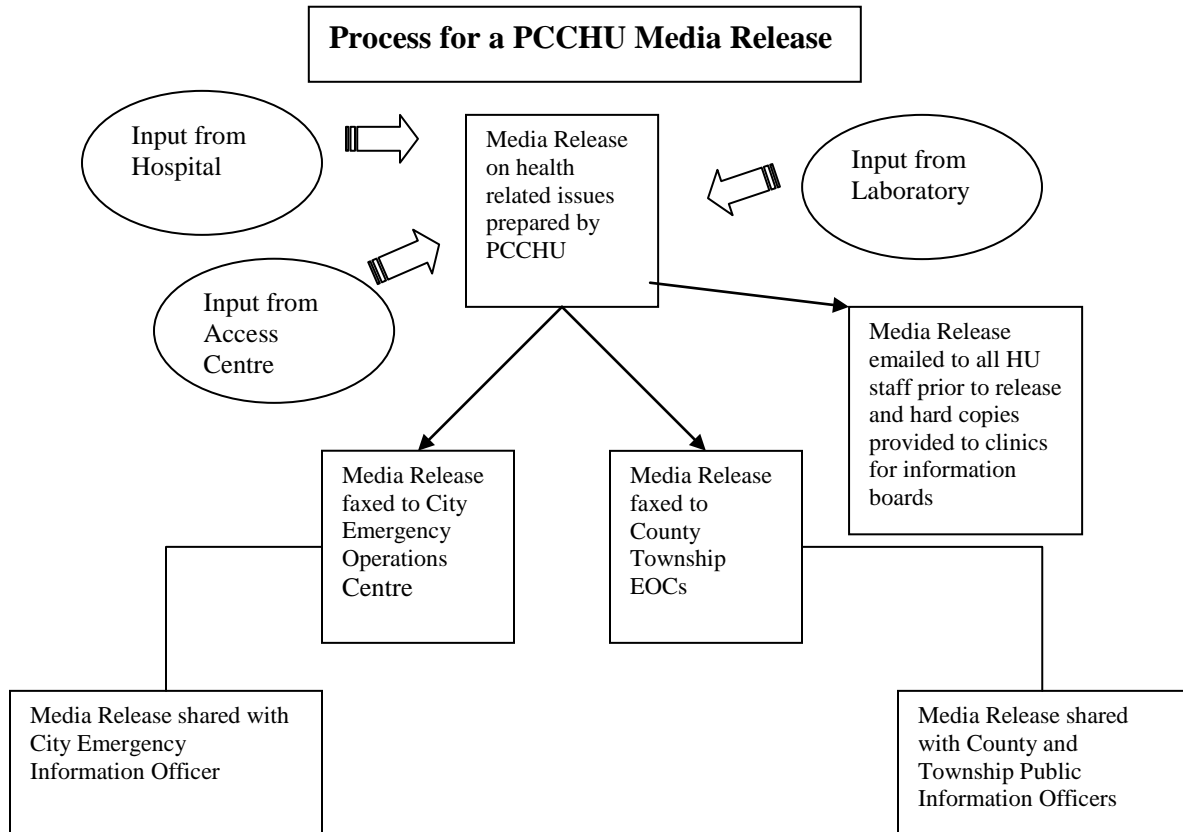
It is important to note that media releases announcing local deaths (especially the first death) are likely to incite emergency room visits. Therefore, these media releases will be coordinated in advance with PRHC emergency room and communications staff.

The media releases from the City and County of Peterborough Emergency Control Groups will include the following:

- Situation update;
- Services update;

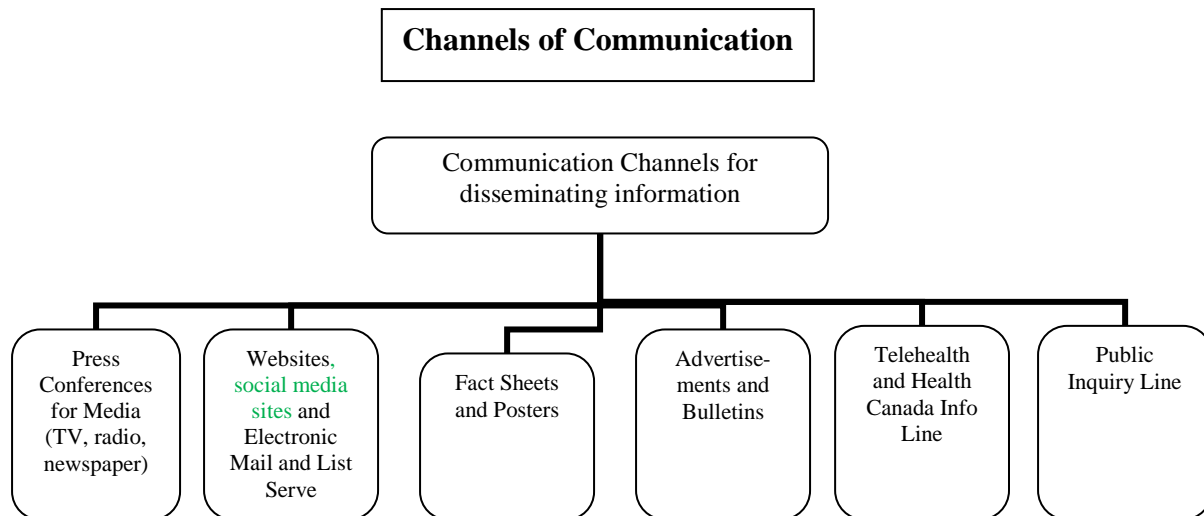
- Volunteer requirement update; and a
- Public Inquiry update.

Media releases will be distributed to emergency control groups for the City, County and municipalities as demonstrated in the process below:



3.7 Channels of Communication

Information will be disseminated through various mechanisms as outlined below:



3.8 Press Conferences and Media Interviews

Depending on the severity of the pandemic, the Communications Lead will advise the PCCHU ECG whether a regular press conference schedule is required or if updates can be provided to the media through on-demand interviews with spokespeople. This will be determined by the frequency of provincial pandemic updates provided to the public by Ontario’s Chief Medical Officer of Health (CMOH). If the CMOH is holding press conferences on a daily or more frequent basis, then the PCCHU will similarly hold press conferences at the same frequency (daily, twice-daily, etc.). If the CMOH is holding press conferences less than daily, then PCCHU will keep the local public updated by arranging media interviews with the MOH as requested by the local media. The Communications Lead will coordinate and track all media interviews with the MOH. When the press conference schedule needs to be activated, the PCCHU will adapt the information cycle developed by the MOHLTC that is to be used during a pandemic. This information cycle will ensure regular, timely reports for provider groups and the public/media. Information will be issued and briefings held the same time daily. The purpose of the information cycle is to optimize the exchange of information among decision centres using predetermined meeting times.

The information cycle for twice-daily press conference communications includes the following activities:

Peterborough County-City Health Unit Pandemic Influenza Plan
Section 3: Communications



Time	Provincial Communication	Local Response
2400 hrs	Important Health Notice goes out providing status update and any new directions so everyone has it for the start of the day	
0830 hrs	Teleconference with MOHLTC and local medical officers of health from all health units to obtain provincial report	
0900 hrs		Conference with PCCHU Pandemic Influenza Management Group to provide update on new information received and pressing issues
1000 hrs		Emergency Control Groups and PCCHU Updates
1030 hrs		Press conference
1200 hrs		IHNs posted on PCCHU website and faxed out to healthcare providers and other relevant audiences as required (e.g. schools, pharmacies, etc.)
1300 hrs	Public Health teleconference with Chief Medical Officer of Health, local medical officers of health from all public health units, and Emergency Management Unit of the MOHLTC	
1400 hrs		Receive progress reports from Emergency Control Groups and PCCHU staff surveillance data



Section 3: Communications

Time	Provincial Communication	Local Response
1500 hrs	Press conference	Press conference
1630 hrs	Executive Emergency Management Committee (EEMC) meeting to update on activities and issues throughout the day	PCCHU Pandemic Emergency Control Group to update on activities and issues throughout the day and update Emergency Control Groups and stakeholders as required

A modified overnight schedule would be developed for use when response activities require a 24/7 schedule.

At the first press conference, contact information for the agencies involved will be distributed to the media. Also, after-hours contact information for the media will be collected at the first press conference.

Twice-daily press conferences will be held daily at 10:30 am and 3:00 pm. The location of the press conferences will be at the Health Unit or a designated location. Information on the times and location will be distributed to the media at the first press conference. The number of press conferences may be increased and/or decreased as per direction by the Medical Officer of Health in conjunction with the Mayor and/or Warden. They will be open to radio, newspaper, internet media and television staff. Representatives from the Peterborough County-City Health Unit, City and County Emergency Control Groups will be in attendance.

The County Public Information Officer (PIO), the City of Peterborough Emergency Information Officer (EIO) and the Health Unit Manager responsible for communications will arrange independent or joint press conferences using the approved media releases which had been previously forwarded to the decision-makers involved in pandemic planning.

If the first case of pandemic influenza occurs in Peterborough, the national and provincial media may also be requesting press conferences. The press conference schedule may require changes to accommodate both national and local media.

3.9 Communications at Mass Immunization Clinics

Information Updates for Clinic Staff

During mass immunization clinic phase of the pandemic plan, staff briefings will be held at the beginning and end of each day. A suggestion box will be implemented at each clinic site and site

Section 3: Communications

managers will responsible for ensuring clinic staff suggestions are shared with the PCCHU ECG and responses to this feedback will be incorporated into clinic staff communications. Updates will be summarized into a daily bulletin that are numbered and dated. A pick-up file will be established at PCCHU where charge nurses and/or site managers will check daily for hard copies of bulletins, media releases, government promotional materials and other updates. Bulletins will be emailed to all clinic staff and provided in hard copy for charge nurses to bring to each clinic site. Each standing clinic will have an information board for clinic staff where current bulletins, media releases, Important Health Notices, and other updates are posted. When new information is received, older communications will be filed chronologically in a binder entitled “Clinic Communications” and stored in an accessible location at standing clinics.

Communications Technology at Clinics

Each standing clinic should have a computer with internet access to allow clinic staff to check email and website updates. All charge nurses, site managers and supply officers should have cell phones programmed with the cell numbers of all PCCHU staff involved in the pandemic response.

Media at Clinics

The Communications Lead will issue a media advisory at the beginning of the mass immunization clinic phase that permission to interview, photograph or video tape clinic staff **must** be obtained from the Communications Lead **before** they arrive at the clinic. Signage advising media of this policy will be developed and prominently displayed at each clinic site. When the media call to arrange for permission, the Communications Lead will find out the following information:

- Name of reporter and which media outlet they represent
- Purpose/angle of news story and when it will be published/broadcast
- Who the appropriate spokesperson should be and identify any questions to be asked
- Which clinic site they plan to visit and when

Once the Communications Lead has authorized the reporter’s visit, he/she will inform the appropriate charge nurse and/or site manager of the expected media visit immediately, who will in turn advise screening staff. Media who arrive unexpectedly will be asked by charge nurses/site managers to contact the Communications Lead to arrange for permission and will not be allowed to interview, photograph or videotape clinic staff.

3.10 Website, Electronic Mail and List Servers

All media releases and advisory notices will be posted on the Peterborough County-City Health Unit, City of Peterborough, and the County of Peterborough websites. Each organization will post the information on their websites and/or provide links to other websites.

Section 3: Communications

The PCCHU will develop an electronic mail and list servers to augment the notification to health care workers and key stakeholders. The PCCHU will also gather email addresses and phone numbers of all staff and clinic workers to create distribution lists for the purposes of communicating pandemic information. Subject lines of emails to staff should be numbered and tracked and use a consistent format so they are easily identified, e.g. "H1N1 Response: Update #1".

Educational information on pandemic influenza will be posted on the Peterborough County-City Health Unit website.

Health Canada and the Ministry of Health and Long Term Care (MOHLTC) have fact sheets on influenza posted on their websites. The public can also access the FluWatch bulletin and travel alerts and advisories about any countries experiencing outbreaks or unusual influenza activities.

3.11 Fact Sheets and Posters

The Peterborough County-City Health Unit will arrange for the distribution of fact sheets and posters through mass immunization clinics, assessment centres (if activated), pharmacies, hospitals, walk-in clinics, physicians' offices, universities, colleges, community agencies, school boards, libraries, retail stores, township offices, workplaces etc. Whenever possible, the PCCHU will avoid printing information that can change quickly, such as vaccine sequencing, high-risk groups, treatment details, clinic schedules and locations. Printed materials will focus on information that is less likely to change often such as infection control procedures, self-assessment tools, pandemic influenza symptoms and when to see a doctor. Preference will be given to electronic communications as information can change frequently during a pandemic.

3.12 Advertisements and Bulletins

The Communications Lead is responsible for liaising with the MOHLTC's Communications Unit to learn the details of any province-wide advertising campaigns being organized and report this back to the PCCHU ECG. The Communications Lead will inform the Ministry of the expected duration of mass immunization clinics in Peterborough City and County so this is consistent with the timeframe of any local advertising being planned by the MOHLTC. The Peterborough County-City Health Unit will place advertisements on public health recommendations during the pandemic in area newspapers, radio station and television station. It is recommended that mass immunization schedules be advertised on a weekly basis in newspapers since this is a good way to reach local citizens as this information can change frequently. Bulletins will be prepared for community newspapers and radio. To alleviate pressure on primary care services, it is recommended that any self-care or self-assessment tools be published in the media.

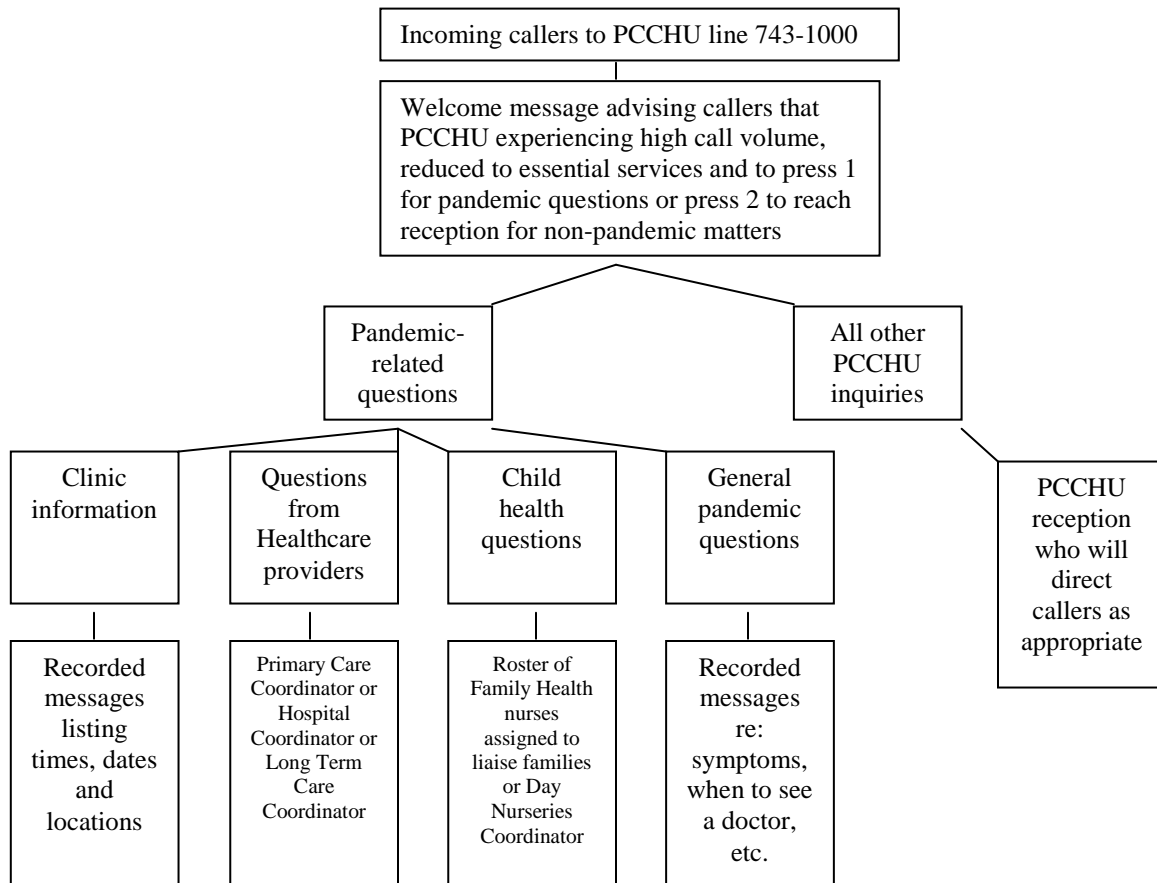
3.13 Telehealth and Health Canada

The public will be encouraged to call Telehealth for health-related questions.

During a pandemic Health Canada will operate a 24 hour public information line.

3.14 Peterborough County-City Health Unit Main Telephone Line – 743-1000

Call volume to 743-1000 will be monitored at the beginning of the pandemic period. When the daily volume starts to exceed 500 calls, the PCCHU voice mail system will be modified to direct calls automatically instead of being answered in person by reception. The Communications Lead and IT will develop new voicemail menus and message trees to stream callers to pre-recorded voice messages to answer frequently asked questions or to appropriate staff. The Communications Lead will approve all message scripts. The following flow to handle callers during high-volume periods is recommended:



Section 3: Communications

The Communications Lead will ensure that the message tree and scripts are kept updated. When call volume returns to 300 to 400 callers per day, the automated system can be deactivated.

3.15 Public Inquiry Line

The public inquiry line will be used for health and non-health related calls resulting from the pandemic. One number will be advertised before and during the pandemic to direct all pandemic related calls to the public inquiry line. The public inquiry line has the capability of providing data on incoming calls. This data will be used to improve communications and respond to requests from the public. It is flexible and is able to incorporate new information quickly to all call operators.

The public inquiry line is the responsibility of City of Peterborough and will be operated as per the City of Peterborough Emergency Public Information Plan. City of Peterborough will assign a Public Inquiry Officer. It is set-up to handle a large volume of calls during an emergency from the City and County of Peterborough. The public inquiry line may be in operation before and or for the duration of the pandemic depending on call volumes at the Health Unit or the City and County of Peterborough. Hours of operation may vary depending on call volumes. All call information will be recorded in the Public Inquiry Database. Staff assigned to answer calls will receive specialized training in the handling of calls in the Public Inquiry Centre. The Public Inquiry Officer will be responsible for collating and forwarding inquiry line statistics daily to the Peterborough County-City Health Unit Manager responsible for communications. The report will contain the past 24 hour data and pertinent summary data.

The PCCHU Public Inquiry Lines Coordinator will assist Public Inquiry Line staff with health-related calls. This Coordinator would provide the operators of the telephone lines of the approved scripts of the answers to common health related questions. If health related calls become overwhelming, additional nurses will be assigned to the inquiry line. If necessary, the Health Unit has the capacity to increase the number of incoming lines should the public inquiry lines become overwhelmed.

The PCCHU Public Inquiry Lines Coordinator will ensure that all scripted responses are approved by the PCCHU Communications Lead. The scripted responses will be updated as necessary and will be forwarded to the public inquiry line via email or fax. This information will be forwarded to the Public Inquiry Officer to distribute to inquiry line staff. A copy will also be forwarded to the County Public Inquiry Officer and the City Emergency Information Officer.

The City, County and township Emergency Control Groups and the Peterborough County-City Health Unit are responsible for publicizing the public inquiry line telephone number in area newspapers, websites and through radio and television.

Section 3: Communications

If the Ministry of Health and Long Term Care indicates that Telehealth cannot respond adequately to the call volume, health related calls will be directed to the public inquiry line.

3.16 Health Care Settings

During a pandemic, it is critical that frontline staff receive the information they need to work safely. To keep health care workers and stakeholders informed, the MOHLTC distributes Important Health Notices by email and on their website. The notices advise health care workers of emerging and potential health emergencies. (See Important Health Notices at <http://www.health.gov.on.ca/english/providers/program/emu/ihn.html>.) In addition to Important Health Notices, the MOHLTC will use a number of mechanisms to communicate with health care workers and stakeholders (e.g., telephone, email, fax, website, videoconference, public education, advertising, stakeholder communications and media relations). The PCCHU will post all alerts and IHN on its website immediately upon receipt.

Health care workers and stakeholders will be able to call the MOHLTC's Emergency Management Unit 'Health Care Provider Hotline' toll-free 1-866-212-2272 and/or visit the website at: **Error! Hyperlink reference not valid..**

The Peterborough County-City Health Unit is responsible for providing information to health care staff in Peterborough City and County. Healthcare staff include anyone conducting activities within a health care setting that will bring him/her into contact with patients including: all health care providers (e.g., emergency service workers, physicians, nurses, allied health professionals, students); support services (e.g., housekeeping, communications directors); and volunteers. Health care settings include any location where care is provided, including settings where emergency care is provided, hospitals, long term care homes, outpatient clinics, community health centres and clinics, physician offices, dental offices, offices of allied health professionals and home care. (See "Preventing Febrile Respiratory Illnesses: Protecting Patients and Staff, August 2006, MOHLTC at http://www.health.gov.on.ca/english/providers/program/infectious/diseases/best_prac/bp_fri_080406.pdf.)

Information will be faxed and emailed to the above groups (e.g., family physicians, nurse practitioners, pharmacists, access centre, long term care homes (nursing and retirement), paramedics, and the hospital). The PCCHU will:

- work with health care settings to encourage education for providers about influenza, the risks and preventive practices;
- monitor immunization rates among health care workers in different settings, and provide information back to the health care settings, so they can compare their rates with those in similar settings. This includes sharing information about emergency department statistics,

Section 3: Communications

- surge capacity, etc. from regional hospitals (such as in Durham, Lindsay, Campbellford and Cobourg) with the Local Health Integration Network; and
- maintain a pandemic contact list that include local emergency services, fire, police and health care facilities.

Communication Flow to Health Care Settings

The following depicts the flow of information from the Ministry of Health and Long Term Care through the PCCHU and to health care workers in Peterborough County and City. The Health Unit will designate staff to receive calls from healthcare professionals related to the pandemic. The Health Unit’s phone message system will easily direct healthcare workers to the extension where their questions can be answered.

Communication Flow to Health Care Providers

