



Template Hurricane
 Communication Plan
 Prepared by Tampa General
 Hospital
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Background	This crisis communications plan was developed to guide external communications and media relations in the event of a hurricane or other natural disaster that immediately impacts NAME OF INSTITUTION or the surrounding area.
Crisis Communications Objectives	• Underscore that the safety of patients, visitors and team members is number one priority. • Demonstrate hurricane preparedness and timely response. • Communicate operations updates effectively and in a timely manner. • Show compassion for communities impacted. • Thank first responders.
Parameters	Do's • Set a timeline to distribute information so that the media and the public know when the next update will be shared. ○ The NOAA National Hurricane Center (NHC) issues tropical cyclone advisory products every six hours at 5 am, 11 am, 5 pm, and 11 pm EDT. • Share updates and information with all interested media at the same time to ensure fairness and maximum reach to the public. • Streamline approvals to communicate timely and accurate information. • Prioritize media interviews for subject matter experts, assuming the interviews do not impact or delay preparation or response efforts. • Give a spokesperson authority to distribute approved information and participate in media interviews when leadership or subject matter experts are not available. Don'ts • Do not serve as a primary source of information for which NAME OF INSTITUTION should not be a primary source of information. ○ Refer weather questions to weather professionals. ○ Refer emergency response questions to county or state emergency management.

	○ Focus messages on the impacts of NAME OF INSTITUTION's expertise and role in preparing for or responding to severe weather. • Do not share inaccurate information, which can negatively impact trust and credibility over the long term. ○ It's okay if you don't know the answer. ○ Communicate actions you are taking to get the answer and follow up with an answer.
Incident Evaluation	Use the following questions for the crisis communications team to evaluate the incident, define its impact on NAME OF INSTITUTION and determine opportunities and vulnerabilities. • What happened? • What is NAME OF INSTITUTION's role in the incident? • How will the incident impact NAME OF INSTITUTION's: ○ Team? ○ Patients? ○ And/or operations? • What are NAME OF INSTITUTION's vulnerabilities or areas of concern given the situation? • What are NAME OF INSTITUTION's strengths to support the emergency response? • Who are the NAME OF INSTITUTION subject matter experts involved? • What NAME OF INSTITUTION leaders should be engaged in public-facing communications? • What government or other entity is leading in responding to the incident? • What government or other entity is leading in communicating with the public? • What locations are opened or closed? • Are open locations accepting new patients? • How does this affect the visitor policy? • When will NAME OF INSTITUTION resume normal operations? • What is the status of other services/locations: ○ Insert names here
SWOT Analysis	Strengths and Opportunities (Examples) • Emergency Preparedness • Relationships with Government • Power Reliability Well Water System on Site Vulnerabilities (Examples) • Surrounded by water • Limited access when bridges are closed • Rogue information channels (embedded team members and social media, for example)

Key Messages	• INSERT NAME OF INSTITUTION KEY MESSAGES HERE <i>Emergency Teams Practiced and Prepared (Examples)</i> • The clinical and non-clinical teams at NAME OF INSTITUTION engage in emergency management training with partners in government and across the community several times throughout the year to plan for and practice response to severe weather events. Emergency partners include (examples): ○ City of Tampa Emergency Operations Group ○ Hillsborough County Emergency Operations Group ○ Hillsborough County Emergency Medical Planning Council (EMPC) ○ Hillsborough County Healthcare Coalition (HCHC) ○ Tampa Bay Health and Medical Preparedness Coalition ○ Florida Hospital Association Emergency Preparedness and Response Task Force ○ Florida Hospital Association Emergency Management Council ○ Florida Division of Emergency Management • Through its incident command center, NAME OF INSTITUTION activates its emergency response plan to enable and support continued operations, while keeping patients, physicians and team members safe. <i>Supplies Stocked (Examples)</i> • NAME OF INSTITUTION maintains a stock of inventory and supplies to support hospital operations in the event of severe weather. • There are more than 10 semi-loads full of supplies available to support our patients and team members during and after a storm. • Supplies include oxygen tanks, food and 5,760 gallons of water. <i>Water Access Protected (Examples)</i> • NAME OF INSTITUTION installed two wells since the last hurricane season to provide drinking water to the hospital if municipal water is unavailable or contaminated. • One well provides water to the chiller plant, which cools the facilities. • The other well includes reverse osmosis purification systems to provide clean drinking water, which tests prove exceed the Department of Health's standards. <i>Power Reliability Guaranteed (Examples)</i> • Tampa General completed construction in 2022 on a new 16,000-square-foot Central Energy Plant to complement existing sources of power and increase reliability in the event of a disaster.
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	• The plant provides 100% redundancy, which means it can power Tampa General at full capacity in the event of a power outage. It's also helpful to avoid frequent power disruptions, such as those caused by high winds, and support seamless operations. • Located 29 feet above sea level, this energy plant provides a reliable, protected power supply in the event of power disruption. • The energy plant is built to withstand the impact and flooding of a Category 5 hurricane. • The energy plant is powered by both diesel and natural gas, offering some flexibility if either fuel is difficult to obtain in the aftermath of a storm. It houses generators as well as boilers that can create steam and hot water. • It houses generators as well as boilers that can create steam and hot water. • The system, supported by three 20,000-gallon submersible tanks, can provide full power for 96 hours. <i>Storm Surge Protection Proven Effective</i> • NAME OF INSTITUTION to include proof points if appropriate • <i>Key Infrastructure Protected</i> • NAME OF INSTITUTION to include proof points if appropriate <i>New Facilities Offer Increased Protections</i> • NAME OF INSTITUTION to include proof points if appropriate <i>During Hurricane</i> • NAME OF INSTITUTION's incident command is monitoring Hurricane NAME. The safety of our patients, visitors and team members remains our top priority. • We are in constant communication with emergency responders, local, regional and state agencies. • We will continue to provide updates in real time via www.NAME OF INSTITUTION.org. <i>Response to Hurricane</i> • Physicians and team members who are trained in emergency management remained on site through the hurricane and provided exceptional care to our patients and our community. • At this time, current conditions at NAME OF INSTITUTION are: ○ Facility ○ Power ○ Status on Patient Care ○ Collaboration with partners and government entities ○ Status of Satellite facilities
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	○ Time and date of resumed operations
Communications Vehicles	External (Examples) • Press Releases • Press Inquiries • Press Availabilities • Social Media Posts • Website Updates • Website Banner Google Listings Internal Team (Examples) • Email • Portal • Alert System • Epic • FAQs from People and Talent • FAQs for Patient Experience • Documenting and Submitting Property Damage Reports • Text Alerts (requires opt-in) • Hub Screens • Internal Digital Screens Patient Communications (Examples) • Patient Rounding • Mychart • Visitor Policy • Letters on Bedside Tables • TV in Patient Room (Richard Crews) • Cafeteria Innovation Board • E-blast to patients via Marketing's CRM • TGH Call Center (WebMD) • TGH North Call Center (Carenet)
Materials (Examples)	• Internal Email Updates • Press Releases • Holding Statement • Media Pitch • Social Media Captions • Media List • Call Center Script • Visitor Policy Updates • Patient Letters FAQs • Innovation Hub Screen
Timeline for Distribution (Example)	Three Days Prior • Internal: ○ 10AM Comms Team Huddle

	○ 11AM Communicate awareness of storm and active monitoring of progression ○ 4PM Comms Team Huddle Two Days Prior • Internal: ○ 10AM Comms Team Huddle ○ 11AM Communicate Estimated Hurricane Team Activation and Ambulatory Closures ○ 11AM Board Memo ○ 4PM Comms Team Huddle • External: ○ 11AM Issue Communications to Patients and Expectant Patients ○ 11AM Issue Preparedness Press Release ○ 12PM Initiate Web Banners and Updates on Websites ○ 12PM Initiate Preparedness Messages on Social ○ Consider Media Gaggle with Dustin, Tony and/or Erinn for Maximum Exposure/Minimal Time ○ Pitch Spokespersons for Media Interviews One Day Prior • Internal: ○ 10AM Comms Team Huddle ○ 11AM Communicate Estimated Hurricane Team Activation and Ambulatory Closures ○ 4PM Comms Team Huddle • External: ○ 11AM Issue Communications to Patients and Expectant Patients ○ 11AM Issue Preparedness Press Release ○ 9AM/12PM/3PM/6PM Post Preparedness Messages on Websites and Social ○ Pitch Spokespersons for Media Interviews Day Of Hurricane • Internal: ○ 10AM Comms Team Huddle ○ Timing TBD Communicate final activation of teams, when to expect next communication ○ 4PM Comms Team Huddle • External: ○ Accept Interviews Until Bridge Closes ○ Respond to Inquiries with Holding Statement ○ Monitor Coverage and Actively Correct Misinformation ○ 9AM/12PM/3PM/6PM Post Safety Messages on Websites and Social Day After Hurricane • Internal:
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	○ 10AM Comms Team Huddle ○ 11AM Thank you email to Team A, communicate activation of Team B ○ 11AM Board Memo ○ 4PM Comms Team Huddle • External: ○ 11am Issue Response Release ○ 11AM Issue Communications to Patients and Expectant Patients ○ 9AM/12PM Post Operation Update Messages on Websites and Social ○ 3PM/6PM Post Thank You Messages on Social ○ Pitch post-storm media interviews
Spokespersons	The following individuals are identified as spokespersons in the event of a storm: NAME OF INSTITUTION SPOKEPEOPLE (email and cell) It will be important to: • Communicate role and expectations in advance of a storm. • Coordinate media training to prepare for media interviews. • Capture SMEs on B-Roll that can be provided to media when they are not available. • Consider “phoners” to broadcast stations during downtime.
Key Staff	NAME OF INSTITUTION Key Staff List with contact and location during storm (Team A or B)
Process	1) Crisis communications team convenes and reviews roles and responsibilities 2) Crisis communications team conducts incident evaluation 3) X updates key messages to reflect current circumstances 4) X updates leadership messages 5) updates operational messages 6) X update websites and social media messages 7) X updates materials for public distribution 8) X outlines a timeline for the distribution of information 9) X fields media inquiries, drafts responses and coordinates interviews 10) X's team staffs on-site media interviews 11) X's team monitors social media for misinformation 12) X oversees the team and facilitates approvals 13) X track decisions and communications distribution
Approvals	1) X (Leadership and operational messages) 2) X (Leadership messages only) 3) X (Leadership messages only)

Items for Consideration	Include as Needed specific to each organization

COMMUNICATIONS CHANNELS (Examples)

Communications Vehicle	From	To	Owner	Timeline/Frequency
External (Examples)				
Press Releases	Appropriate Department	Media	X	Once/Day 11:00 AM
Press Inquiries	Appropriate Department	Media, As Requested	X	As Requested
Press Availabilities	Appropriate Department	Media	X	Optional
Social Media Posts	Appropriate Department	Facebook Twitter LinkedIn	X	4x/Day 9:00 AM 12:00 PM 3:00 PM 6:00 PM
Website Updates	Appropriate Department		X	4x/Day 9:00 AM 12:00 PM 3:00 PM 6:00 PM
Partner Websites	Appropriate Department	List	X	
Google Listings	Appropriate Department		X	Ongoing
Internal Team (Examples)				
Incident Command Updates via Email, Portal and Epic	Appropriate Leader/ Team Member	All	X	Once/Day 11:00
Board Communications	Appropriate Leader/ Team Member	Board Members	X	Two Days Prior to Hurricane, Day After Hurricane
Leadership Email	Appropriate Leader/ Team Member	Leadership	X	Once/Day 3:00 PM
Medical Team	Appropriate Leader/	Medical Staff	X	

	Team Member			
TGH North	Appropriate Leader/ Team Member		X	As Needed
FAQs from People and Talent	Appropriate Leader/ Team Member	All	X	
FAQs for Patient Experience	Appropriate Leader/ Team Member	All	X	
Text Message Alerts	Appropriate Leader/ Team Member		X	Team A & Team B Activation
Patient Communications				
Visitor Policy	Appropriate Leader/ Team Member/Dept./System-Wide	All	X	As Changes are Implemented
Patient Letters on Trays	Appropriate Leader/ Team Member/Dept./System-Wide		X	As Changes are Implemented
Patient Room TV	Appropriate Leader/ Team Member/Dept./System-Wide		X	As Changes are Implemented
Cafeteria Hub	Appropriate Leader/ Team Member/Dept./System-Wide		Kristin Maier	As Changes are Implemented

	pt./System-Wide			
MyChart Update	Appropriate Leader/ Team Member/Dept./System-Wide		Marjorie Rosario	
Email to Patient Community via Marketing CRM	Appropriate Leader/ Team Member/Dept./System-Wide	All	Taylor Howard	2 days prior to hurricane and day after hurricane
Scripting for Call Centers and Switch Board	Appropriate Leader/ Team Member/Dept./System-Wide		X	

APPENDIX: DRAFT MATERIALS

Table of Contents (documents to include in Playbook)

1. Catalog of all Internal Communications
 - From
 - To:
 - Circumstance: Named Storm, Potential Impacts
 - Timing: Date in Relation to Storm (Three Days Out, etc.) and Time
2. Board Memo
3. Press Release Prior to Hurricane
4. Holding Statement During Hurricane
5. Press Release in Response to Hurricane
6. Media Pitch
7. Social Media
8. Q&A on Vulnerabilities

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