



THE
IMMUNIZATION
PARTNERSHIP

Media Toolkit for Coalitions: A Booster Dose of Communication Strategies

January 2012



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generous grant from

StDavid's
FOUNDATION

IMMUNIZE. PREVENT WHAT'S PREVENTABLE.

ACKNOWLEDGEMENTS

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Above all else, we wish to acknowledge the generous support of St. David's Foundation. Without their guidance and enthusiasm, this toolkit would not be possible. We are very grateful for their investment in protecting the health of all Texans.

We wish to thank the local champions and partners who gave us feedback on their experiences, enabling us to make this toolkit as user-friendly as possible. We truly appreciate the following coalitions and organizations: Brownwood/Brown Immunization Coalition, El Paso Immunization Coalition, Immunization Coalition of Greater Houston, Immunization Collaborative of San Antonio, McLennan County Immunization Coalition and Travis County Immunization Collaborative.

We would also like to thank the Carbonara Group for their expertise in the field of media relations and strategic communications, and for their insight and time dedicated to this project.



ABOUT US

The Immunization Partnership

The mission of the Immunization Partnership is to eradicate vaccine-preventable diseases by developing and coordinating our communities' resources through public and private partnerships. Our vision is a community free from vaccine-preventable diseases. All of our projects and programs are developed in concert with achieving the organization's mission.

The Immunization Partnership has three main focus areas that address both the root causes of low immunization rates and the far-reaching policy issues that impact immunization rates in Texas. These three focus areas are:

- Educating families and healthcare providers about immunizations
- Supporting the use of electronic health records and Immunization Information Systems to document immunizations and identify children and adults who are not fully protected
- Advocating for laws and policies on a local, state and national level that promote high immunization rates

For more information, please visit www.immunizeUSA.org.

St. David's Foundation

St. David's Foundation invests in a healthy community through funding, hard work and initiatives to better care for the underserved and uninsured. As a joint owner of St. David's HealthCare, the Foundation achieves its goals by investing the proceeds from the hospitals back into the Central Texas community. From its beginning in 1924, St. David's HealthCare has now grown to include six hospitals, four surgery centers and four urgent care clinics reaching from Georgetown to Kyle.

Each year the Foundation directly gives millions to the community through grants to numerous agencies, local safety net clinics and the highly acclaimed St. David's Dental Program. By funding initiatives in six key areas, St. David's Foundation can focus on improving the health and healthcare of all Central Texans today and for years to come.

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INTRODUCTION

The Immunization Partnership collaborates with several immunization coalitions that are working to improve immunization rates in their community and communicate the importance and safety of vaccines. After hearing from many coalitions that there is a need for more information about how to implement strategic communications initiatives, The Immunization Partnership developed a toolkit that offers best practices in media relations, social media and other aspects of public relations.

This toolkit is divided into five sections, each focused on a specific communications topic. Section A provides an overview of media relations and how it can benefit your coalition or organization. In Section B, we discuss the importance of preparing a strategic communications plan that guides the development and implementation of your media and communications efforts. Next, we discuss the benefits of media relations and how best to engage the media, using the effective communication model (Section C). Section D continues with a detailed overview of how to interact with reporters and conduct successful media interviews. Finally, Section E presents an overview of social media strategies and how they can be leveraged to support your overall mission and goals. The toolkit addendums provide specific tools that can be used when developing and implementing your communications plan.



We acknowledge that many coalitions or organizations are structurally or programmatically associated with public/government entities and so may not have control over their media efforts. Regardless of your associations and your experience, this toolkit can help. In addition to providing basic strategies for engaging the media, this toolkit provides a strong foundation in communications and messaging. Use this toolkit to find more effective ways of advancing your coalition's activities and efforts, communicating to donor agencies, building partnerships, developing educational mediums for parents/community members and promoting immunizations through key messaging.

This kit was created by public relations professionals who have extensive experience in strategizing and implementing communications campaigns about immunizations. We hope it will serve as a useful tool in engaging the media and developing communications that support your local immunization promotion efforts.

SECTION A: WHAT IS MEDIA RELATIONS AND HOW CAN IT BENEFIT YOUR COALITION?

Many people get their news and information from the media. Whether it's the morning, afternoon or evening news, the radio station in the car or the daily and community newspapers, people tune in to hear what's new. That's what the media does: broadcast and print the news that listeners and readers want and need to know.

Media relations involves working with various media for the purpose of informing the public about your organization's mission, practices and key messages about a desired topic in a positive, consistent and credible manner. This can be accomplished by providing newsworthy stories or using spokespersons to target media outlets and garner new coverage.

Maximizing Positive Coverage

The goal of media relations is to maximize positive coverage in the mass media without paying for it directly. There are some instances, however, where media relations can be leveraged through a paid campaign. For instance, if you purchase a TV, radio or print advertising spot.

The Dallas
Morning News

CNN

St. Petersburg
Times
tampabay.com

CHICAGO
SUN-TIMES

7NEWS
TheDenverChannel.com

The
Boston
Globe

El Paso
Times
IT'S AN EL PASO THING.

Waco Tribune-Herald

The New York Times

AUSTIN
NEWS
kxan.com

88.7
kuhf-fm
hpr

SECTION B: PREPARING A STRATEGIC COMMUNICATIONS PLAN

The best way to ensure optimal exposure of your coalition's efforts and key messages is to develop a strategic communications plan. The communications plan serves as your guide throughout the year and ensures that your communications efforts are in line with your overall mission. It should be flexible to accommodate changes or new opportunities that may arise. You can write a communications plan for one year or more, depending on how much change exists from year to year and the number of events planned.

When writing your communications plan, it should include goals and objectives, target audiences, key messages, priority events and campaigns for the year. Also take into consideration any potential partnerships that could benefit your communications efforts and appropriate media channels for each element of your plan. Most importantly, remember to build in an evaluation component to assess the impact of your efforts, whether your efforts achieved the response that you were looking for and if your messages reached your target audiences.

Communications planning can be a challenging effort and not all coalitions have the capacity to accomplish it in its entirety. We encourage you to do your best to think through the process and incorporate as many elements of the plan as possible, given your resources. An investment in communications planning may increase community buy-in, promote local fund-raising, and help your coalition document its progress over time.

Strategic Communications Plan

// January 1, 2012

- I. Goal
- II. Objectives
- III. Target Audiences
- IV. Key Messages
- V. Media Outlets
- VI. Spokespersons
- VII. Events/Partnerships
- VIII. Social Media
- IX. Evaluation

Preparing a Communications Plan

For detailed guidelines on preparing a communications plan, please see ADDENDUM I.

SECTION C: ENGAGING WITH THE MEDIA

Media relations provides a unique opportunity for coalitions to improve immunization rates. Through mass media, coalitions can inform the public about critical immunization issues and encourage them to take action. As your coalition works to improve immunization rates and institute policies that benefit the community at large, it's essential to establish working relationships with the local news and health reporters. Having reporters who understand the immunization issues in your community will work to your advantage when garnering coverage to increase awareness about your coalition, its efforts and how it is working to overcome local challenges.

THE IMPORTANCE OF MEDIA RELATIONS

From the vaccines and autism debate to rare adverse reactions to vaccines and recent disease outbreaks, immunizations are a hot topic in the media. Reporters are always looking for expert sources and it is beneficial to them—and to your coalition—to become a valuable source of information about immunizations.



For this reason, it is imperative that immunization coalitions establish positive relations with media outlets in both a proactive and reactive manner. **Proactive media relations** is sending news content or utilizing a spokesperson to convey a message that you want the media to cover. **Reactive media relations** is when the media calls your organization looking for information and/or a spokesperson for a news article or segment. Reactive opportunities often result from establishing key relationships with journalists, who come to rely on your coalition as a trustworthy source and thought leader on the topic of immunizations.

UNDERSTANDING THE EFFECTIVE COMMUNICATION MODEL

Before promoting your coalition and your messages to the media, it is critical to understand the effective communication model. The four parts of the communication model are you—the way you communicate, the message—what you’re communicating, the audience—who you’re communicating to, and the goal—what you’re trying to achieve through your communication efforts and/or what action you want your audience to take. For instance, your end goal may be “parents getting their children immunized during the influenza season”.

Overcoming the Media Filter:

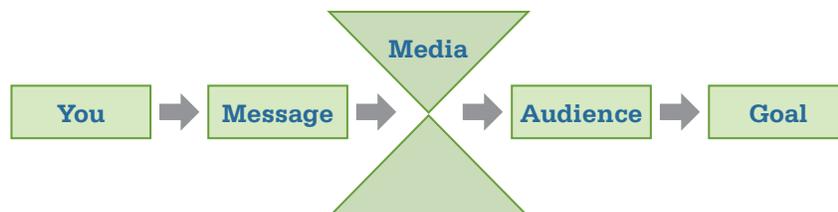
It is critical that you speak through the filter directly to your audience.

Effective Communication: The Model



A fifth part of the communication model, the media filter, is added when communicating through the media.

The Media as Interpreter



The media filter is the way that the media interprets your message. This interpretation may or may not be aligned with your goal. The media filter can exist for a variety of reasons, including reporters’ limited understanding of the issues, reporters’ bias, sensationalism and the editing process. To overcome the media filter, it is critical that you speak through the filter directly to your audience. The more concise and direct your message is, the less chance that your intended goal will be lost in interpretation.

HOW MEDIA RELATIONS HELPS YOU GET YOUR MESSAGE ACROSS

The media is not your audience. As previously mentioned, the media is the vehicle or filter that your coalition can use to communicate important immunization messages to your constituents. The media can be your ally when your various immunization messages have newsworthy elements. In the news industry, your story or message has a strong chance of being communicated through the media if it passes the **TIPCUP** test.

The TIPCUP Test

- **T**imely – does your story have to do with something that is currently in the news?
- **I**mpact – does your message resonate with a large segment of the outlet's audience?
- **P**rominence – think in terms of “firsts.” Are you unveiling, launching or introducing a new product or idea to the public?
- **C**onflict – does the story have potential to have opposing viewpoints?
- **U**nique – does your story offer something new, provide a fresh perspective or reiterate an important message?
- **P**roximity – how closely does it affect the audience?

Newsworthy immunization stories often achieve the following:

- Inform the general public about the benefits of immunizations.
- Counteract widely circulated myths and misinformation.
- Explain new CDC recommendations and describe at what ages the vaccines should be given.
- Show the serious consequences of vaccine-preventable diseases.
- Demonstrate an understanding of vaccine concerns, but use scientific facts to make claims.
- Cover a story about an immunization fair, back-to-school immunizations or disease outbreaks.

SECTION D: INTERACTING WITH REPORTERS

Reporters are not out to get you. The truth is—they don't care about you. Reporters care about getting a good news story that is interesting, accurate and that will inform their viewers or readers. They want to know why they should be interested in your news and if your news answers the 5Ws and H: **who, what, where, when, why, how.**

When interacting with the media, remember that the media can have a negative bias and that what is reported is often out of your control. ***The only thing you can control is what you say, how you say it and your demeanor.*** You may find that some outlets or reporters will want to turn an informative story about immunizations into a provocative headline that sensationalizes the topic. It is normal for the media to balance a story; however, it is critical for you to determine if it is a fair platform in which to deliver your information.

Do not avoid the media. If you are requested to conduct an interview, you have a right to know the context of your remarks, so always ask questions. Find out the premise of the story, what prompted the inquiry, who else is being interviewed and what the reporter's main theme or angle may be. For instance, you don't want a medical expert from your coalition to be positioned against someone from the anti-vaccine movement who is arguing an emotional case, and does not acknowledge the science. The key is to remain on message and use the media to convey your position to the audience.

Unbalanced:

You don't want a medical expert from your coalition to be positioned against someone from the anti-vaccine movement who is arguing an emotional case, and does not acknowledge the science.



WHAT TO DO WHEN A REPORTER REQUESTS AN INTERVIEW

Before accepting a media interview, it is important to screen the opportunity to ensure that it's right for your organization. Here are some helpful questions and points to consider before committing to an interview.

1. *What is the story about?* What position or angle is the reporter interested in taking?
2. *What position does the reporter want you take?*
EXAMPLE: You may be requested to provide background information, a viewpoint or commentary.
3. *Who else will be interviewed for the story?*
EXAMPLE: If the story will include a parent who is convinced that a vaccine harmed his/her child, it is improbable you will be able to persuade the parent otherwise. A skilled spokesperson can navigate this type of story with scientific facts, but may face harsh criticisms from the parent. Determine if there is a benefit to your organization for contributing to this story.
4. *Be respectful of deadline.* The reporter may be working on a story for that day or to air in the future. Here are some general guidelines:
 - Daily print publications go to press between 3 P.M. – 5 P.M. Do not call a reporter during this time unless he/she is expecting your phone call.
 - Deadlines for weekly print publications are typically mid-week.
 - Deadlines for broadcast stations vary because there are multiple newscasts. Ask the reporter or the person on the news desk what the deadline is and which newscast the story will be featured on.
5. *Will the interview be live or taped-to-live?* Regardless, remember that what you say is fair game!
 - Live interviews are typically conducted at the studio. There is no editing, so what you say will air.
 - Taped-to-live interviews do not air while being taped; however, there is limited editing (longer lead stories require more editing). Most broadcast interviews are done this way when the story will air the same day as the interview.

Tips for Being Successful with Media Relations

Throughout the next section, we will discuss several tips for interacting effectively with reporters and conducting successful interviews. Throughout your interactions with the media, remember these basics:

1. Tell the truth
2. Be accurate
3. Be quotable by saying something interesting
4. Be yourself
5. Be enthusiastic
6. Be brief
7. Be sincere



In-Studio Interview

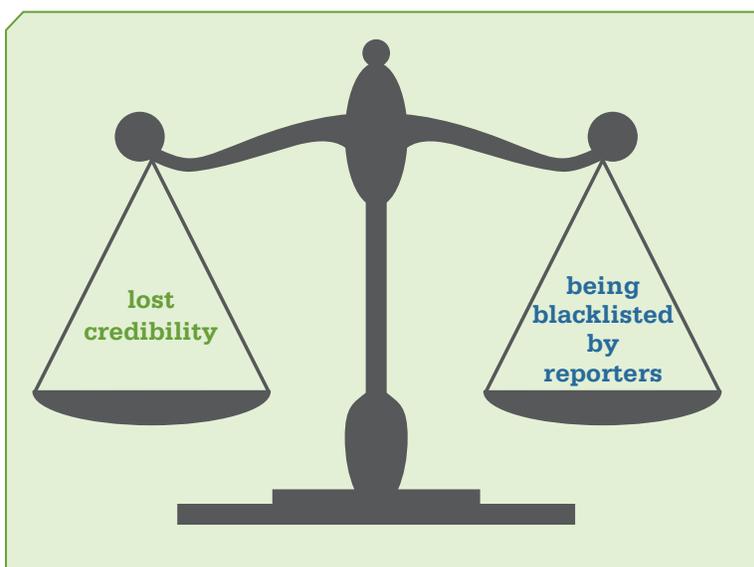
6. *Never do an interview on the spot.* While respectful of the deadline, give yourself time to prepare.
EXAMPLE: If a reporter calls and asks for an interview, buy time. Suggest that you need to complete a task or have someone waiting for you. Briefly, find out what the story is about, what the deadline is and who else is being interviewed. When you take 10 minutes to gather your thoughts and prepare your messages before calling back, you will give a better interview than answering off the cuff.
7. *There's no such thing as "off the record."*
 - Assume that everything you say will be quoted. Even statements that provide background information are subject to be quoted.
 - The interview begins as soon as you start talking regardless of whether or not the camera is rolling or the reporter has started taking notes.
8. *Preparation is key!* Before an interview, consider the following:
 - Align your key messages with the topic of the story.
 - Gather any critical facts that you may be asked to incorporate in your response.
 - Research what was recently covered in the media on the topic.
 - Anticipate sensitive subjects and tough questions.
 - Review what the reporter has covered in the past and get familiar with the reporter's expertise and interviewing style.

Never do an interview immediately:

When you take 10 minutes to gather your thoughts and prepare your messages before calling back, you will give a better interview than answering off the cuff.

DECLINING AN INTERVIEW

It's your prerogative to decline a media request if you feel like the reporter's motive or the angle of the story will not place your spokesperson or the organization in positive light. Before declining, weigh the risk of losing credibility with your stakeholders because you participated in a sensationalized story, with the risk of potentially being "blacklisted" by a reporter or station. Explore any other sources you can offer who may be willing to speak with the reporter. Reporters find it helpful if you can suggest other sources when you are not appropriate. If you decide to decline, tell the reporter why you are declining; it has to be a legitimate reason. The reporter may not agree with you, and you will risk not being called by him/her in the future for other stories.



Declining an Interview

Before declining, weigh the risk of losing credibility with your stakeholders because you participated in a sensationalized story, with the risk of potentially being blacklisted by a reporter or station.

CONDUCTING A SUCCESSFUL MEDIA INTERVIEW

There are several elements to conducting a successful media interview. Consider the following:

Body Language/Appearance: Your body language and appearance communicates a message to the reporter and, in the case of TV, directly to the audience. Here are some helpful tips:

- *Make eye contact with the reporter.* Ignore the camera or other equipment. Think of it as having a discussion with an individual, and that individual represents a larger audience.
- *Sit up straight and lean in slightly.* This gives a sense of forthrightness, honesty and confidence.
- *Make hand gestures minimal and purposeful.*
- *Be thoughtful and take your time.* Don't rush your speech.
- *Keep a neutral expression on your face, regardless of what is said.* Don't shake your head or nod in agreement with any question or statement.
- *Don't hide your hands behind your back.*
- *Watch what you wear.* Avoid wearing white, distracting patterns/prints or flashy jewelry.
- *Keep a few notes with you, but do not read them.* Use the notes as a tool to remember your key points.

Location: Remember that you have power and can negotiate where the interview takes place. If the reporter is interviewing you at your office, identify a location that has a good background and minimal noise. You can also request what will be in the background. For instance, you may have your organization's logo or signage displayed, as opposed to a bare wall. Also, if the story is controversial and representatives from an anti-vaccine agency are present, you would not want to be interviewed standing with protesters nearby or in the background.

Audience: Consider your audience, before preparing your messages. Think about the following:

- *To whom are you talking?*
- *What are their concerns or feelings?*
- *What messages do you want them to hear?*
- *What do you want them to do? What type of action do you want them to take?*

Audience:

To whom are you talking?
What are their concerns or feelings? What messages do you want them to hear?
What do you want them to do? What type of action do you want them to take?

Messages: Prepare your key messages prior to the interview.

- *An ideal key message for a media interview is 8-10 words. When applicable, include facts, anecdotes and personal stories to support your messages and to convey your sincerity and passion.*
- *A good sound bite for broadcast media averages 8 seconds.*
- *Compose and practice your 8-word and 8-second key message as a sound bite.*

EXAMPLE: “Vaccinating is the safest, most effective choice for protecting children from disease.”

- *Repeat your key messages throughout the interview. Often a reporter will ask you the same question multiple ways to evoke a negative or emotional response. Stay calm, focused and reiterate your key messages.*

Communication: Respond using the straight answer or the respond and bridge technique.

- With a straight answer technique, the reporter asks a question and you provide a response.

Straight Answer Technique**EXAMPLE:**

Question: “When does flu season typically peak?”

Answer: “Flu season typically peaks in December and January.”

- The respond and bridge technique (see “Bridging Technique” on page 16) is a 5-part process that incorporates your key message. The goal of bridging is to direct the interview and focus the reporter on a few key messages that are true, accurate, clear, concise and memorable. Bridging significantly increases the probability of your key messages making the story. Here is the 5-part process:
 1. Question – in some cases the question can have some tinge of emotion, hostility and/or controversy.
 2. Acknowledge the intent or emotional content of the question when responding.
 3. Answer or respond to the question.
 4. Use a bridging phrase.
 5. Return to your key message and a supporting statement.

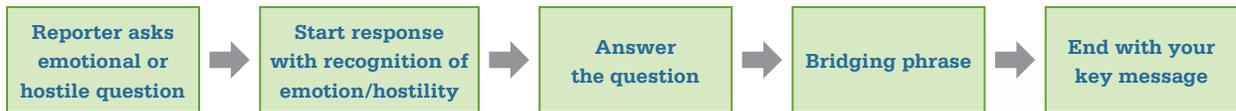
Preparing key messages:

An ideal key message for a media interview is 8 -10 words. When applicable, include facts, anecdotes and personal stories to support your messages and to convey your sincerity and passion.

Communication Techniques

For additional communication techniques, see APPENDIX V.

Bridging Technique



EXAMPLE:

Question: “If flu season doesn’t typically peak till January why is there such a push to get people vaccinated as early as August?”

Answer: “Although there is a noticeable increase in flu cases in December and January, the flu virus begins circulating as early as August and so we encourage people to get the flu vaccine as soon as it’s available. The most important thing to remember is that the CDC recommends that everyone 6 months and older receive the flu vaccine because it’s the best way to protect yourself from the flu and it’s safe.”

Wrap-Up: Be thoughtful of what you say and how you say it at all times. At the conclusion of your interview, the reporter may make small talk. Assume that you are still on the record and that anything is fair game! Remember the following:

- Ask the reporter when the interview is scheduled to be printed or aired. The reporter will not let you review the story prior to airing or publication, so please do not ask.
- Give the reporter your contact information and get his/her information.
- Send a thank-you note or email. This is a good tool to provide requested follow-up information, clarify key messages or correct misinformation given during the interview.
- Offer to be an ongoing resource for vaccine-related stories.

Bridging Statements

For a list of bridging statements, please see [APPENDIX IV](#).

SECTION E: LEVERAGING OWNED AND SOCIAL MEDIA

In this new digitized era, your website, blog, e-mails, Facebook page, Twitter accounts and other social media platforms can also be used as media. These are typically classified as owned media. Owned media is any communication platform where the content is produced, edited and controlled solely by your organization, such as your Website or your published newsletter. Social media platforms like Twitter, Facebook, Linked In and YouTube are the best and most recognizable examples of owned media.

ADVANTAGES OF UTILIZING OWNED MEDIA

At first, engaging in social media may seem challenging and overwhelming. However, social media provides a variety of advantages for communicating your messages effectively and rapidly to a large network of individuals. ***When using social media, remember that your coalition controls the content and so can determine what information is noteworthy and how it should be portrayed.*** Below are some examples for using social media.

EXAMPLE:

- Share an announcement, update or event that may not be newsworthy for print or television.
- Without the restriction of a media filter, promote your coalition as you deem fit.
- Cross-promotion: drive traffic from one owned media platform to the next with targeted updates.
- Post a link to media appearances, interviews, press conferences and etc.
- Ask followers to share updates, messages and links with their colleagues, friends and family members.
- Ask followers to visit your Website and sign up for the newsletter.
- Promote social media sites on your Website and ask visitors to become followers.

CREATING A SOCIAL MEDIA STRATEGY

Like any other media initiative or effort, social media requires planning. When developing your communication plan, be sure to incorporate your strategies for using social media platforms in addition to your traditional media outlets. ***When creating your social media strategy, think about what you hope to accomplish, with what audiences, how you will communicate to those audiences, what messages you would like to convey and the frequency of those messages.***

Social Media Examples

Best Shot Foundation

Twitter: @Best_shot

California

Immunization Coalition

Twitter: @Immunizeca

Centers for Disease Control and Prevention

Twitter: @CDCgov

Every Child by Two

Twitter: @everychildby2

Families Fighting Flu

Twitter: @Famfightflu

Flu.gov

Twitter: @flugov

Infectious Disease Society of America

Twitter: @IDSAInfo

National Association of School Nurses

Twitter: @schoolnurses

Shot of Prevention

Twitter: @shotofprev

Blog: <http://shotofprevention.com/>

Vacunas y Mi Salud

Twitter: @vacunasymisalud

EXAMPLE:

If you would like to reach out to a new audience like teens, research which media platforms best fit your strategy to reach this audience. For instance, a study conducted by Pew Research Center in December 2007, titled *Teens and Social Media*, reveals that 55% of online teens have created a profile on a social networking site such as Facebook or MySpace. Using this information, set a communication objective like, “By the end of the year, obtain 100 Facebook followers between the ages of 13 and 17.”

GETTING STARTED WITH SOCIAL MEDIA

Begin to use social media the same way you would start any other coalition activity. Start slow and realize that it takes time, effort and maintenance to build a consistent following. Although there are numerous platforms, your organization does not have to implement all of them. Only do what fits with your communications objectives and provides the greatest exposure for your target audience. Below are some helpful hints for getting started with social media:

1. *Research social media platforms and determine which one(s) fit your goal.*
2. *Follow organizations that are using your preferred platform and doing it right!*
3. *Follow your constituents.*
4. *Know your audiences.* Understand why you are participating and with whom you want to communicate.

EXAMPLE: Are your Facebook and Twitter audiences primarily donors, parents or providers?

5. *Know your messages and tailor them for each platform.*
 - Twitter/Facebook messages should be short, address key details and where to find more information.
 - Blogs, Websites, and newsletters have more space for content and can provide additional details.
 - **EXAMPLE:** Use your Facebook page to share details about your upcoming immunization fair and to target attendees. Use your newsletter to present highlights from the fair and showcase your coalition’s work.
6. *Make sure your updates are relevant and appropriate, given your audience.* Think before you hit “update” or “send”. Always stand behind your statements.
7. *Respond in a timely manner to posts that may be negative or inaccurate.* Likewise, respond positively to favorable posts.
8. *Update your profiles frequently, but not so often that your followers are inundated with messages.* Update when you have something relevant and/or newsworthy to share.

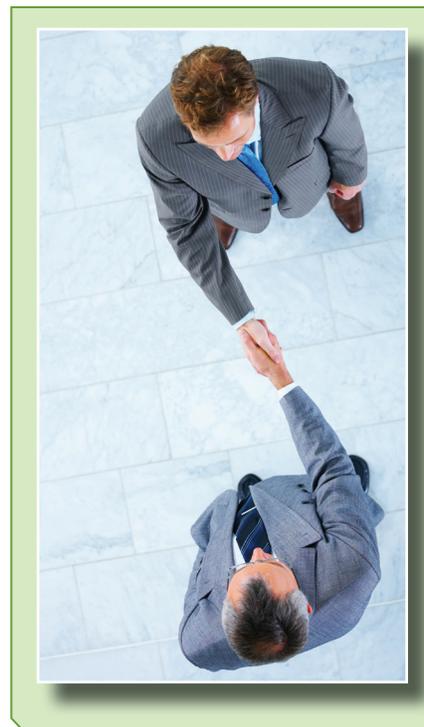
Social Media Platforms

For a breakdown of social media platforms, please see [ADDENDUM VI](#).

CONCLUSION

Working with the media is more than just placing an advertisement in the newspaper or distributing a press release. Conducting media relations requires a strategic and comprehensive approach. Just as with your other coalition efforts, media efforts involve planning and coordination. Effective communication strategies always begin with a thorough understanding of your local immunization challenges, what you would like to accomplish and with whom. Once you have a good idea of your target audiences, you can focus on how you would like to accomplish your objectives and who will be able to help. Build strong relationships with the media and leverage community partnerships that will support your communications objectives.

Throughout the implementation process, maintain consistent messages that can be evaluated to determine if your communications strategies accomplish your overall goals. Most importantly, know that the media can be used to support your efforts in a positive way. Explore what outlets are going to be most appropriate for your coalition, whether they be traditional or more digitized, social media. And, continuously find opportunities to use media to mobilize your community, promote your coalition and achieve institutionalized changes.



ADDENDUM I: ELEMENTS OF A STRATEGIC COMMUNICATIONS PLAN

Goals: Identify strategic goals that support your coalition’s mission and purpose. Goals describe what you hope to accomplish in the long term.

Target Audiences: Consider all audiences that you might contact, attempt to influence or serve. For instance, if your coalition is committed to increasing adolescent immunization rates, consider events and outlets that target this audience. In order to identify your target audiences, you may consider conducting a brief assessment of your community needs. When identifying your target audiences, ask yourself these questions:

- How does each audience best receive its information?
- How often should they be communicated to?
- What are the targeted media outlets to reach your audiences?
- What are the key messages that are relevant to each audience segment?
- What challenges might you need to overcome in communicating effectively with them?

Key Messages: Develop key messages that can be communicated to your target audiences throughout your program and on a consistent basis. Noteworthy messages should:

- *Apply to your objectives and to your identified target audiences.* Determine what you want the audiences to know and what action you want them to take.
- *Be succinct, clear, memorable and relevant to each audience segment.* The messages might be about the organization, an event or a call-to-action.
- *Refrain from jargon.* Use verbiage that resonates with your primary audiences.
- *Complement existing news stories, topics or comments.* Reinforce already covered news.
- *Reference statistical data.* Cast the message in a way that speaks to your audience. It’s more important that the audience gets the key point rather than memorizes the data.

EXAMPLE:

A statistic might say that 85% of school-aged children received their vaccines. Rework this statement to read: “We recognize that majority of parents, about 85%, get their school-aged children immunized. We are working to communicate to other parents that vaccines are safe and the best way to protect children from diseases.”

Objectives: Identify communication objectives—the results you want to achieve for each audience. These benchmarks are attached to a timeframe and are measurable. Measurable objectives help your organization stay focused on what needs to be achieved and evaluate the effectiveness of your initiatives. Most objectives typically measure awareness, acceptance or action.

EXAMPLE:

- By August, promote and host a back-to-school immunization fair for at least 100 families.
- Over the next year, increase annual earned media coverage by ___ %.
- By the end of the year, attract **100** followers/fans on Facebook and Twitter.
- By December, position Dr. XXX as a local expert on immunizations by placing him in **four** media stories.

Media Outlets: Identify which media outlets reach your primary audiences. Media outlets include radio stations with news departments, television news stations, newspapers and magazines that are read and viewed by your constituents. The quantity of media outlets is not the goal; it is more effective that the selected media outlets reach your target audiences. Here are some steps to take:

- *List all outlets in your media market.* This includes daily newspapers, community publications, magazines, news stations and radio stations. Also, include organization newsletters and blogs.
- *Survey your stakeholders.* This can be done formally or informally to determine preferred outlets.
- *Watch newscasts and read publications.* Know firsthand the types of stories the broadcast and print media cover. This will give you insight into how to propose stories about your coalition.
- *Research the reporting style of certain health reporters, school reporters and relevant journalists.* It is ineffective to send every news release and/or media advisory to every outlet in the market. Identify the most appropriate publication or news station, given your target audience.

Media Relations Tools: Explore which tools and techniques should be used to propose your story.

Media relations tools can include a pitch, media advisory, calendar release, news release, fact sheet, media kit or a public service announcement (PSA). Regardless of which method, it is important to incorporate the following:

- *Key message/call to action*
- *Intended audience*
- *Explanation of why your story is newsworthy*
- *Resources (statistics or factsheets)*
- *Brief background on your coalition*

Media Relations Tools

See Addendum II for descriptions of each media relations tool.

Spokespersons: Identify a couple of people who are the face and voice of the organization. These are individuals who can be positioned as expert sources on immunizations and who can be called upon for interviews. Depending upon the objectives of your organization, you may have one or more spokespersons. For instance, you may have spokespersons for specific immunization topics like vaccine safety or influenza. You may also have a spokesperson who addresses medical/scientific issues and one who serves as your coalition representative.

Events/Partnerships: Identify community partners that share similar immunization promotion objectives. Before agreeing to commit to a partnership, consider the following:

- *Establish expectations for the partnership up front. Make certain that the union is mutually beneficial and that BOTH parties will gain from the partnership.*
- *Ensure the partner's goals, objectives, audiences, and activities align with your plan.*

EXAMPLE: How will you publicize the event? Will you share communications platforms?

Timeline: Create a calendar, which outlines what activities need to be accomplished and by when. The calendar can include annual events, promotion opportunities, and appropriate times to pitch stories. For instance, back-to-school immunization events would be posted on the calendar for July or August.

Evaluating Your Efforts: Monitor and evaluate the impact of your efforts. Evaluation is the only way to determine what aspects of your communication plan are working and how efforts can be improved for future communication planning.

Evaluate your Media Efforts

See ADDENDUM III for media evaluation tools.

ADDENDUM II: EXAMPLES OF MEDIA RELATIONS TOOLS

Think of all the tools that you can use to reach out to the media. You can use these in any combination. Below, we've identified the typical uses and value of each. Each of these typically answers the 5Ws and H: **who, what, where, when, why, how**.

Media Relations Tools	Important Elements
<p>Media Pitch</p> <p><i>A short, concise statement that can be delivered by email or phone. It provides a succinct, but comprehensive summary of details that tells the reporter what you want them to cover and why.</i></p>	<ul style="list-style-type: none"> • Brief and impactful (not a story or newsprint). • Limited to pertinent information. • Delivered by email or telephone. • Explains why the story is newsworthy (this can be done by linking the pitch to a recent study or another story that was in the news). • Explains why viewers/readers would be interested in the topic. • Brief background on the coalition. • Contact information for coalition.
<p>Media Advisory</p> <p><i>An alert sent to the media to invite them to attend and cover an event. For example, if your coalition is hosting a health fair or a large-scale immunization event, you may want to consider distributing a media advisory.</i></p>	<p>A media advisory outlines the “5Ws and H” in the following order:</p> <ul style="list-style-type: none"> • What—Explains the event and how it is newsworthy. • Who—Lists the people that will be available to conduct interviews. • When—Provides the date and the best time slot for media to take video, photos and obtain comments from spokespersons. • Where—Gives the name of the location, the address, and special instructions like where to park. • Why—Provides a “hook” or reason why the media outlet should cover the event; includes background information on the coalition. • How—Explains how the event will take place and impact the public. • Visuals (Optional)—Include this section if the event is extremely visual (particularly appealing to television). Tell reporters what type of visuals they can expect to shoot (e.g. fifth grade children receiving free flu shots from a mobile clinic outside their school).

Media Relations Tools	Important Elements
<p>Press Release</p> <p><i>A news release that is written about something “new,” such as a new immunization update or study, an announcement about the coalition, a post-event recap or to call the public’s attention to an issue or position.</i></p> <div data-bbox="212 611 586 963" style="border: 1px solid #0070C0; padding: 5px; background-color: #D9E1F2;"> <p>Accessing the Associated Press Stylebook</p> <p>You can purchase an Associated Press Stylebook from the local bookstore or access it online at APStylebook.com.</p> </div>	<ul style="list-style-type: none"> • Targeted for specific outlets and serves a specific purpose. EXAMPLE: Some releases are for your Website, some are sent to community news outlets and some are appropriate for city reporters to keep them abreast about a topic or your coalition. • Written according to the Associated Press style with the most important news at the top and lesser important details occurring later. This “inverted pyramid style” allows an editor to “cut from the bottom” and still retain the most salient news in the release. • Written in a manner that could run word-for-word in the newspaper. TIP: The best way to write for journalists is to read how journalists write and emulate their style. • Before sending a news release, ask yourself the following: <ul style="list-style-type: none"> - Why would the reporter care about the news? - Is it newsworthy for the media outlet’s audience? - What do you want the reporter to do with the news?
<p>Calendar Release</p> <p><i>Similar to a media advisory, but differs in purpose. A media advisory is an invitation to cover an event and a calendar release is an invitation to the general public to attend an event.</i></p>	<ul style="list-style-type: none"> • Details how much the event costs. • Explains how an individual can buy a ticket or sign up. • Most community papers and some TV stations will have a community calendar either in print or online.
<p>Public Service Announcement (PSA)</p> <p><i>A short, but informative or persuasive news brief aired for no cost on radio, television stations, YouTube and other video outlets. PSAs are aired when no commercial time has been sold for a particular time slot. Because there is no cost for the air time or space, the station airs the message as a public service on an as-available basis.</i></p>	<ul style="list-style-type: none"> • Written to fit a 15- or 30-second timeslot; in rare instances radio stations will use a 60-second PSA. • Before developing your PSA, reach out to the news director at the media outlets and ask if they accept PSAs and if so, their preferred format. • Consider recording your PSA and sending a CD or electronic file of the PSA to the stations in your market. Another option is to send a script to be read by an on-air personality.

Media Relations Tools	Important Elements
<p>Fact Sheet</p> <p><i>A tool that gives a reporter background information about your coalition, a subject or event.</i></p>	<ul style="list-style-type: none"> • A bulleted list of supporting facts on your coalition or a topic. EXAMPLE: A fact sheet on your coalition may include its mission, leadership, key facts and positions. • Your organization may have multiple fact sheets. EXAMPLE: You may have one just on the organization, one on a major program or event, one on a specific vaccine or one on general immunizations for children/adolescents.
<p>Media Kit</p> <p><i>There are two types of media kits: organization-specific media kit and event/initiative-specific media kit.</i></p> <p>Organization-specific media kit: <i>A tool used when introducing the organization for the first time to a reporter.</i></p> <p>Event/initiative-specific media kit: <i>A tool that gives reporters who are covering the event important information to their story development.</i></p>	<p><i>Organization-specific media kit</i></p> <ul style="list-style-type: none"> • News release highlighting the coalition’s purpose and efforts. • Biography on the coalition’s chair or primary spokesperson. • Fact sheet that outlines the coalition’s goals. • List of story ideas and an article or feature story that was written by someone outside the organization about the coalition. <p><i>Event/initiative-specific media kit</i></p> <ul style="list-style-type: none"> • News release about the event (e.g. health fair or panel discussion). • Fact sheet about the event or topic. • Biographies of the event speakers. • Coalition fact sheet. • CD with graphics.

EXPERT SOURCE PITCH

Dear [INSERT REPORTER'S NAME],

There is just over a month left before school starts in [INSERT LOCATION]. Are you interested in interviewing an immunization expert about the importance of children being immunized before they return to school? [INSERT NAME OF COALITION SPOKESPERSON] is the [INSERT TITLE/POSITION] and is very well versed in school law and the immunizations that are required prior to school entry.

Making sure that students are properly immunized before returning to school is essential to keeping students healthy and decreasing the number of school days they miss each year.

The number of parents claiming immunization exemptions for their children is increasing and some parents undoubtedly have questions. This may be a good time to have a knowledgeable and approachable authority on the show to talk about this important issue.

I will follow up with you shortly to see if I can coordinate an interview for you with [INSERT NAME OF SPOKESPERSON].

[INSERT YOUR NAME AND CONTACT INFORMATION]



[INSERT NAME, CREDENTIALS]

[INSERT TITLE]

[INSERT LINK TO COALITION WEBSITE]

###

EVENT PITCH

Dear [INSERT REPORTER'S NAME],

Flu season is here and [INSERT NAME OF COALITION] will be giving FREE flu shots on [INSERT DATE], from [INSERT START AND END TIME]. Are you interested in covering this event to report about the importance of getting vaccinated against the flu?

[INSERT NAME OF COALITION SPOKESPERSON] from [INSERT NAME OF COALITION] is available to talk about the increase that the local health department has seen in influenza cases. He can also address the differences in the various flu vaccines and which population groups are at increased risk of contracting influenza, including children, healthcare workers and pregnant women.

Below, I have included a media advisory about the influenza event and more information about [INSERT NAME OF SPOKESPERSON]. Please feel free to contact me if interested in this opportunity and I will be happy to coordinate an interview for you with [INSERT NAME OF SPOKESPERSON].

[INSERT YOUR NAME AND CONTACT INFORMATION]



[INSERT NAME, CREDENTIALS]

[INSERT TITLE]

[INSERT LINK TO COALITION WEBSITE]

###

Insert Your Coalition Logo Here

MEDIA ADVISORY

Contact: [INSERT PR/MEDIA RELATIONS CONTACT]
[INSERT COALITION NAME]
O: [INSERT AREA CODE AND PHONE NUMBER]
C: [INSERT AREA CODE AND PHONE NUMBER]
[INSERT EMAIL ADDRESS]

COALITION TO GIVE FREE IMMUNIZATIONS AT BACK-TO-SCHOOL FAIR

WHAT: The [INSERT NAME OF COALITION] will offer FREE immunizations to middle school students at its first back-to-school fair on [INSERT DATE] at the [INSERT LOCATION]. Prior to attending the first day of class, Texas middle school students are required to show proof that they received their Tdap, Varicella and meningococcal vaccinations.

During the fair, coalition representatives will also talk to parents about the importance of immunizations in protecting their children from vaccine-preventable diseases. [INSERT COALITION SPOKESPERSON] will be available during the fair for media interviews and can address why public health officials are concerned that more parents are opting out of immunizations for their children.

WHEN: [INSERT DATE]
[INSERT TIME]
Spokesperson available from [INSERT START AND END TIME]

WHO: [INSERT NAME OF SPOKESPERSON]
[INSERT RELEVANT TITLE]
[INSERT NAME OF COALITION]

WHERE: [INSERT NAME OF COALITION]
[INSERT ADDRESS]
Parking is available at _____.

VISUALS:

- Public health officials vaccinating middle school students
- Children enjoying activities such as face painting, coloring and sidewalk chalk drawing
- Representatives from [INSERT NAME OF COALITION] talking to parents about the importance of immunizations

WHY: This event allows [INSERT NAME OF COALITION] to fulfill its mission to improve immunization rates in this community by informing parents that vaccines are safe and that they are the best way to protect children from life-threatening diseases. *For more information visit [INSERT COALITION WEBSITE ADDRESS] or call [INSERT COALITION CONTACT INFORMATION].*

###

Insert Your Coalition Logo Here

CALENDAR RELEASE

Contact: [INSERT PR/MEDIA RELATIONS CONTACT]
 [INSERT COALITION NAME]
 O: [INSERT AREA CODE AND PHONE NUMBER]
 C: [INSERT AREA CODE AND PHONE NUMBER]
 [INSERT EMAIL ADDRESS]

COALITION TO GIVE FREE IMMUNIZATIONS AT BACK-TO-SCHOOL FAIR

WHAT: The [INSERT NAME OF COALITION] will offer FREE immunizations to middle school students at its first back-to-school fair on [INSERT DATE] at the [INSERT LOCATION]. Prior to attending the first day of class, Texas middle school students are required to show proof that they received their Tdap, Varicella and meningococcal vaccinations.

During the fair, coalition representatives will also talk to parents about the importance of immunizations in protecting their children from vaccine-preventable diseases.

WHEN: [INSERT DATE]
 [INSERT TIME]
Spokesperson available from [INSERT START AND END TIME]

WHO: [INSERT NAME OF COALITION]
 [INSERT NAME OF EVENT PARTNERS / REPRESENTATIVES]

WHERE: [INSERT NAME OF COALITION]
 [INSERT ADDRESS]
Public parking is available at _____

EVENTS:

- Public health officials will give FREE immunizations to middle school students
- Attendees will enjoy free entertainment and activities such as face painting, coloring and sidewalk chalk drawing
- Parents will have the opportunity to ask public health officials vaccine-related questions

WHY: This event allows [INSERT NAME OF COALITION] to fulfill its mission of improving immunization rates in this community by informing parents that vaccines are safe and that they are the best way to protect children from life-threatening diseases. *For more information visit [INSERT COALITION WEBSITE ADDRESS] or call [INSERT COALITION CONTACT INFORMATION].*

###

Insert Your Coalition Logo Here

FOR IMMEDIATE RELEASE

Contact: [INSERT PR/MEDIA RELATIONS CONTACT]
[INSERT COALITION NAME]
O: [INSERT AREA CODE AND PHONE NUMBER]
C: [INSERT AREA CODE AND PHONE NUMBER]
[INSERT EMAIL ADDRESS]

BACK TO SCHOOL PREPAREDNESS: ARE IMMUNIZATIONS AT THE TOP OF YOUR CHECKLIST?

[INSERT LOCATION] – [INSERT DATE] With school starting, parents may be in a frenzy shopping for new clothes and school supplies, but they should make immunizations a top priority before sending their children back to school. Adhering to the immunization schedule recommended by the Centers for Disease Control and Prevention is essential to keeping children healthy, in school and protected from illnesses that are preventable, but still exist.

Periodic outbreaks, such as the recent pertussis epidemic in California, are a reminder that if children are not immunized, then diseases can quickly infiltrate the community. Among public health experts, schools are long believed to be a primary source for the spread of infectious diseases. With children being in close proximity to each other and frequently sharing supplies, immunizations can prevent the spread of germs and diseases that are easily transmitted in schools.

“We are reminding parents that harmful diseases still exist, and that immunizations are safe and the best way to protect children against infectious diseases,” said [INSERT COALITION SPOKESPERSON]. “By immunizing school-age children, we are not only protecting them, we are also increasing the collective immunity for the entire community. The more people who are immunized, the less likely it is for disease outbreaks to occur.”

Parents are encouraged to make an appointment for their children’s back-to-school immunizations as soon as possible, to avoid the last minute rush. Some schools will send students home on the first day if they have not provided proof of vaccination. For a list of the required immunizations at each grade level, visit [INSERT WEBSITE ADDRESS].

For more information about vaccines in general, visit [INSERT COALITION WEBSITE ADDRESS].

About [INSERT NAME OF COALITION]

[INSERT NAME OF COALITION] is a non-profit organization that aims to eradicate vaccine preventable diseases by developing and coordinating its community’s resources through public and private partnerships. *For more information, visit [INSERT COALITION WEBSITE ADDRESS].*

###

Insert Your Coalition Logo Here

FOR IMMEDIATE RELEASE

Contact: [INSERT PR/MEDIA RELATIONS CONTACT]
[INSERT COALITION NAME]
O: [INSERT AREA CODE AND PHONE NUMBER]
C: [INSERT AREA CODE AND PHONE NUMBER]
[INSERT EMAIL ADDRESS]

PSA: COALITION TO GIVE FREE FLU SHOTS [INSERT DAY AND DATE]

:15 – FLU SEASON IS HERE. DID YOU GET YOUR FLU SHOT? IF NOT, COME OUT TO [INSERT NAME OF COALITION AND LOCATION] ON [INSERT DATE] TO GET YOUR FREE FLU SHOT. THE FLU IS NOT JUST A COMMON COLD. IT IS A DANGEROUS DISEASE. SO PREVENT WHAT'S PREVENTABLE. VISIT [INSERT COALITION WEBSITE ADDRESS] FOR MORE DETAILS.

:30 – FLU SEASON IS HERE. DID YOU GET YOUR FLU SHOT? IF NOT, COME OUT TO [INSERT NAME OF COALITION AND LOCATION] ON [INSERT DATE] TO GET YOUR FREE FLU SHOT. THE FLU IS NOT JUST A COMMON COLD. IT IS A DANGEROUS DISEASE THAT CAN CAUSE HIGH FEVERS, PNEUMONIA AND SEIZURES. YOU CAN EVEN MISS A WEEK OR MORE OF WORK OR SCHOOL. SO PREVENT WHAT'S PREVENTABLE. VISIT [INSERT COALITION WEBSITE ADDRESS] FOR MORE DETAILS ABOUT THIS FREE FLU EVENT ON [INSERT DATE].

About [INSERT NAME OF COALITION]

[INSERT NAME OF COALITION] is a non-profit organization that aims to eradicate vaccine preventable diseases by developing and coordinating its community's resources through public and private partnerships. *For more information, visit [INSERT COALITION WEBSITE ADDRESS].*

###

ADDENDUM III: EVALUATING YOUR MEDIA EFFORTS

Evaluation is the most effective means of determining what aspects of your communications plan are working and how efforts can be improved for future communications planning. When evaluating, compare your results to the measurements outlined in your objectives. Use this as an opportunity to look beyond whether or not your benchmarks were met. If the benchmark was met, great! If not, evaluate by how much it was missed. This analysis will tell you to how you need to change your efforts. Below are several techniques for measuring traditional media, social media, Website and event coverage.

Analyzing Media Coverage

1. *Quantify your number of print articles and broadcast articles.*
2. *Evaluate the amount of coverage you received from each outlet.*
EXAMPLE: Does it appear that the local Fox station covers your news more than the local NBC affiliate?
3. *Assess your proactive and reactive coverage.*
EXAMPLE: Did the majority of your coverage result from you pitching stories to reporters? Or, did a good portion of the coverage result from the media calling you as a resource for immunization-related stories?
4. *Quantify your messages.* Evaluate your coverage to see how many times your key messages are pulled through the story. This might tell you if you need to rework your key messages to make them more concise, repeatable and quotable.
5. *Assess circulation.* Circulation provides an idea of the number of people who might have seen or read the media coverage. It is based on a print publication's subscriptions/circulations and a television station's viewers for each newscast.
 - The number itself is not what is most helpful. It is more important to identify which outlets your target audience is using.
EXAMPLE: Look to see which newspapers in the market are read most by your target audience. Likewise, see if one television station has far fewer views than the other stations and if the demographics of those viewers match up with your target audience. The best way to access this data is by requesting a media/advertising kit from each media outlet.
6. *Use Advertisement Value Equivalency (AVE) to measure your return on investment.* This is a method of calculating the amount it would cost to place an advertisement in the same spot that the article appeared in a print publication or in the same segment of a television or radio broadcast. AVE provides important information, but it should not be your primary method to calculate your return on investment.
7. *Assess if and how you maximized the value of your garnered media coverage.* It's not enough to get covered on the evening news or on the front page of the newspaper. Think about what you did to take your coverage and put it in front of as many people as possible. Creating and distributing a media toolkit is a great opportunity for maximizing the value of your garnered coverage.

EXAMPLE:

- Link coverage on your owned media platforms – newsletter or e-blast, social media, Website.
- Send media coverage to your constituents to make sure they saw it.
- Share the coverage with board members and potential donors.
- Include positive coverage in information packets and donor solicitations.

Evaluating Social Media Engagement

1. *Analyze your followers on all social media profiles.* Consider doing this on a monthly basis.
 - How many do you have?
 - Are they growing at a steady or stagnant growth rate?
 - Are you meeting your communications objectives?

2. *Determine how many times someone shares or reposts your social media statuses.*
 - Look at the quantity and quality of the comments made on blogs and on social media profiles.
 - There are many free tools to analyze social media engagement and Facebook offers one to each Fan Page Administrator.



Assessing Website Traffic



1. *Use Internet tools to measure web traffic.* Google Analytics is the most commonly used free tool. It helps you identify how you can improve your site and how often you should update the content. Google Analytics can provide:
 - The number of visitors going to the Website.
 - The pages on your Website with the highest traffic.
 - The length of time visitors stay on the Website.
 - What visitors are doing and reading on the site.
 - How visitors found the site.
 - When your web traffic peaks and dips (e.g. around events or during holidays, after a media story placement or during a campaign).

Surveying/Evaluating Events

Surveys are effective tools used to periodically evaluate the effect of your communications efforts with your audiences. They are often used when evaluating the impact of a specific event or program (e.g. health fair, coalition meeting, panel discussion or school-based event). Here are some helpful surveying tips:

1. *Survey your target audience.* This can be done annually or as needed. Through surveying, you can determine what communications efforts and key messages are resonating or how efforts can be improved.
2. *Evaluate your events.* When evaluating an event, consider asking participants the following questions:
 - Was the event a success?
 - What would they change about the event?
 - How did they hear about the event? This will give you insight into which owned and traditional media outlets are best reaching your target audiences.

3. *Be persistent and creative, in order to obtain your survey results.* It's often difficult to encourage people to complete surveys. Here are some helpful tips:
- Involve the participants. Explain to them the purpose of the survey and how the results will benefit their community and the services offered.
 - Offer an incentive. Tell people that by completing the survey, they will be entered into a raffle for a prize or a gift certificate.
 - Give the survey prior to the conclusion of the event. Once people leave, it's difficult to track them down and access their opinions. Response rates are higher when the survey is given at the time of an event.
 - If a survey cannot be administered at the time of the event, consider distributing a post-event survey online using an inexpensive online survey tool like SurveyMonkey.

ADDENDUM IV: BRIDGING STATEMENTS DURING INTERVIEWS

- “And what’s most important is...”
- “However, the real issue here is...”
- “Let me point out again that...”
- “What’s most important to remember is...”
- “And if we take a closer look, we would see...”
- “Before we leave the subject, let me just say...”
- “One of the things I want to point out is...”
- “However, the real issue here is...”
- “You have raised an issue that is important to me...”
- “And the bigger point is...”
- “What’s important to remember here is...”
- “What I really came here to say is...”
- “And let’s not forget that...”
- “Let me put this into perspective by saying ...”
- “I’ll get to that question in a moment, but let me start by saying...”
- “Having said that, let’s not forget...”
- “With this in mind, if we take a step back...”
- “If we take a broader perspective...”
- “If we look at the big picture...”
- “What all this information tells us is...”
- “Before we continue, let me repeat that...”
- “Before we continue, let me emphasize that...”
- “This is an important point because...”
- “What this all boils down to...”
- “What matters most in this situation is...”
- “And as I said before...”
- “I understand what you’re saying, but...”
- “The issue I have with what I just heard is...”
- “Where I need to respectfully disagree...”
- “I hear what you’re saying, but what I can’t agree with is this...”
- “The evidence doesn’t support what you said but...”
- “I recognize you’re really concerned about this but...”
- “I know this a popular notion, but...”
- “This is not the first time I’ve heard this...”
- “While I appreciate you raising this...”

And countless more...

ADDENDUM V: COMMUNICATION TECHNIQUES FOR CONDUCTING A SUCCESSFUL MEDIA INTERVIEW

1. **Stop talking after answering a question.** Nature abhors silence. Reporters know that. Do not feel pressured to fill a silence gap. When you finish your answer, stop talking.
2. **Correct any incorrect statements *without* repeating the misinformation.**
EXAMPLE: Question: “Since only children need to get the flu vaccine, can they get it with their other back-to-school immunizations? Answer: “Actually the CDC recommends that everyone 6 months of age and older receive the flu vaccine. If flu vaccine is available at the time of back-to-school immunizations, the child should receive it. ”
3. **Never repeat a negative word or phrase because then it becomes your statement.** Even if your intent is to refute the statement, stay on message. Respond to the question without responding to the style in which it was asked.
4. **Answer only one question at a time.** If the reporter asks more than one question, you may choose to answer the one that best supports your message first, in case you are cut off before given a chance to answer the second question.
5. **When possible, speak in personal terms.** This enhances credibility.
EXAMPLE: “My experience is...”
6. **If you don’t know the answer, say so.** Tell the reporter you will get that information to him/her.
7. **Never speculate or predict.** Avoid answering “what if” questions.
EXAMPLE: “Answering that question would be speculating and I really can’t speculate.”
8. **Do not attempt to provide an answer for something that is outside of your expertise.**
EXAMPLE: Question: “Do you think Rick Perry was aptly criticized for mandating the HPV vaccine for young girls in Texas?” Answer: “I’m not a politician so I won’t speculate about the mandate itself, but as a pediatrician/public health official, we know that the HPV vaccination is most effective when given to adolescent boys and girls at 11-12 years of age.”
9. **Avoid industry lingo, scientific terms or acronyms.** If you use a term, define it. Do not leave it up to the reporter to define.
10. **Never say “no comment.”** It sounds as if you’re hiding something.
11. **If you made an incorrect statement, call the reporter immediately to correct the statement.** You may also want to send an e-mail reiterating the correction.
12. **Take advantage of the question: “Is there anything you want to add?”** This is your opportunity to reiterate your key message. Make your message relevant and credible.

ADDENDUM VI: EXAMPLES OF SOCIAL MEDIA TOOLS

Social Media Tool	Description/Advantages
Social Network	
LinkedIn	<ul style="list-style-type: none"> • One of the oldest and most established social networking sites. • Conservative; business-oriented. • Historically an online resume/biography. • Link to coalition's Website. • Good search engine visibility. • Good to connect with like organizations.
Twitter	<ul style="list-style-type: none"> • Brief text messages of 140 characters or less. • Can send "Tweets" via the Internet, SMS/text on cell phone or email. • Hybrid of blogging and text messaging. • Twitter is "real time" so it's a good tool to promote event happenings and news from conferences. • Many journalists and reporters are on Twitter and they have been known to get story ideas from organizations on Twitter.
Facebook	<ul style="list-style-type: none"> • Create a page for the organization. • Enables users to blend personal and professional interests. • Good for posting links to news coverage, announcements and photos of events. • One of easiest ways to solicit feedback and engage followers. • Ask followers to share your organization's content with their Facebook followers.
Discussion Tools	
Blogs	<ul style="list-style-type: none"> • Great tool for proactive public relations. • Blog content can be longer and more thorough than Twitter and Facebook updates, but it should still be concise and to the point. • Comment sections facilitate controllable feedback from followers. • Many blog platforms can be embedded into the Website and are easy to manage and update.
Video Sharing	
YouTube	<ul style="list-style-type: none"> • Develop a YouTube channel where you can create and post videos. Your constituents can "subscribe" to the channel and be notified when new content is posted. • Examples of video content include public service announcements, video from an event, footage from a press conference or a coalition update. • Consider recording and posting video testimonials of people who have been impacted by your coalition's advocacy work or a vaccine-preventable disease. • Keep videos short, concise and to the point. The average length of online content videos is 5.2 minutes. Public service announcements should be kept under a minute • Post your YouTube videos on your Website, blog, Twitter profile and Facebook page. • Embed a YouTube video into your e-newsletter.

ADDENDUM VII: LINKS AND RESOURCES

Articles

Opel, D.J., et al. "Social Marketing as a Strategy to Increase Immunization Rates," *Archives of Pediatrics and Adolescent Medicine*, Volume 163 (No. 5) May 2009, pp 432-432.

Available: <http://archpedi.ama-assn.org/cgi/reprint/163/5/432>. December 2011.

Daigle, A. Media Coverage Responsible for Growth in Vaccination Rates. June 2010. Available: <http://vaccinenewsdaily.com/news/213517-media-coverage-responsible-for-growth-in-vaccination-rates>.

December 2011.

Media Examples/Resources

National Public Radio: Interview example of staying on message and communicating through the media filter

GM CFO 'Ray Young' Talks with Morning Edition. June 2009

<http://www.npr.org/player/v2/mediaPlayer.html?action=1&t=1&islist=false&id=104819022&m=104813663>

Flu.gov: Example of using social media to promote immunizations

<http://www.flu.gov/outreach/socialmedia/index.html>

ECBT Daily Clips: Compilation of the previous day's news coverage about immunizations

E-mail info@ecbt.org to subscribe to ECBT Daily Clips

Sample Electronic Newsletters

<http://www.constantcontact.com/index.jsp>

<http://www.icontact.com/>

<http://www.verticalresponse.com/>

2011 Associated Press Stylebook: The Journalist's Bible.

<http://www.apstylebook.com/?do=product&pid=978-0-917360-55-8>

Survey Monkey: Free online software and questionnaire tool

<http://www.surveymonkey.com/>

Social Media

About Facebook

<https://www.facebook.com/pages/create.php>

How to Create a Facebook Page

<https://www.facebook.com/pages/create.php>

<http://www.squidoo.com/facebookpage>

Five ways to Grow Your Nonprofit's Fan Base

<http://nonprofitorgs.wordpress.com/2011/06/27/five-ways-to-grow-your-nonprofits-facebook-fan-base/>

Facebook Insights (analytics)

<http://www.nonprofitfacebookguy.com/the-new-facebook-insights-explained-in-plain-english/>

The Twitter Guide Book (Mashable)

<http://mashable.com/guidebook/twitter/>

How to Use Twitter – Basics for New Users (Video)

<http://www.youtube.com/watch?v=NWpkuY1Q8Pk&feature=related>

24 Best Practices for Nonprofits Using Twitter

<http://www.socialbrite.org/2011/10/03/24-best-practices-for-nonprofits-using-twitter/>

Twitter Analytics

<http://twtrland.com/>

Social Media Examples

Best Shot Foundation

Twitter: @Best_shot

California Immunization Coalition

Twitter: @Immunizeca

Centers for Disease Control and Prevention

Twitter: @CDCgov

Every Child by Two

Twitter: @everychildby2

Families Fighting Flu

Twitter: @Famfightflu

Flu.gov

Twitter: @flugov

The Immunization Partnership

Facebook: <https://www.facebook.com/pages/The-Immunization-Partnership/218891728752>

Twitter: @immunize_USA

Infectious Disease Society of America

Twitter: @IDSAInfo

National Association of School Nurses

Twitter: @schoolnurses

PKIDs (Parents of Kids with Infectious Diseases)

Blog: <http://blog.pkids.org/>

Twitter: @PKIDS

Facebook: <https://www.facebook.com/PKIDsOnline>

YouTube Channel: <http://www.youtube.com/user/PKIDsOrg>

Shot of Prevention

Twitter: @shotofprev

Blog : <http://shotofprevention.com/>

Vacunas y Mi Salud

Twitter: @vacunasymisalud

General Immunization Resources

American Academy of Pediatrics

<http://www.aap.org/immunization/>

Centers for Disease Control and Prevention

<http://www.cdc.gov/vaccines/>

Center for Vaccines Awareness and Research, Texas Children's Hospital

<http://www.texaschildrens.org/carecenters/vaccine/default.aspx>

Every Child By Two

<http://www.ecbt.org/>

Immunization Action Coalition: Vaccination Information for Healthcare Professionals

<http://www.immunize.org/>

The Immunization Partnership

<http://www.immunizeusa.org/>

National Network for Immunization Information (NNii)

<http://www.immunizationinfo.org/>

PKIDs (Parents of Kids with Infectious Diseases)

<http://www.pkids.org/>

Vaccine Education Center, Children's Hospital of Philadelphia

<http://www.chop.edu/service/vaccine-education-center/home.html>

For online copies of this report, visit The Immunization Partnership's Website at www.immunizeUSA.org.