

# Communicating with Dairy Consumers about FMD

by

Richard P. Horwitz, Consultant, May 1, 2012

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## Introduction

Two of the most useful, recent studies of strategies for communicating with consumers about Foot-and-Mouth Disease (FMD) were conducted in 2007 for the National Cattlemen's Beef Association and in 2008 for Dairy Management Inc. The following is a summary of key common findings. They suggest that an outbreak of this disease would incite consumer fears, especially about personal health effects. Demand for foods that consumers associate with FMD, including dairy products, would likely drop. The duration and depth of the drop could be minimized with straightforward – clear, consistent, respectful, and honest – assurance that these products are safe.

## Consumer Confidence

The vast majority of Americans ordinarily trust that their food is safe. Dairy products are considered especially wholesome and prominent among people's favorite foods. Virtually everyone eats some ice cream, yogurt, or cheese at least once per week. Nearly as many (95 percent) say that their household buys milk as often, and about half of them say they drink it every day.

More than nine out of ten Americans say that milk is at least as safe or even safer than alternatives, including packaged foods, meats, fruits, and vegetables. In general, the more milk they drink, the greater their agreement and degree of confidence that buying and drinking milk is compatible with good health.

## FMD Concerns

By far Americans' biggest food-safety concern is contamination, the chance of something harmful finding its way into their diet. About 80 percent of people surveyed say they worry about it occasionally, and half say they worry about it a lot. Bacteria or germs are the contaminants that worry them most.

Public understanding of FMD is very limited, but it readily incites fear. In particular, about 80 percent of Americans say that in an outbreak they would worry about getting infected, despite the fact that humans are not susceptible to the disease. Their chief concern is protecting themselves and their families from harm.

Common responses: "How would I feel if I heard that there was an outbreak of FMD?"<sup>1</sup>



Popular concern is also apt to rise because of confusion between "Foot-and-Mouth Disease" (also known as "hoof-and-mouth disease" – not a pathogen for people) and unrelated maladies such as "mad cow disease" (Bovine Spongiform Encephalopathy, BSE) or "Hand, Foot, and Mouth Disease" (HFMD) which commonly infects children. In fact, Internet searches for FMD tend to bring up information on HFMD, causing confusion of livestock and human disease.

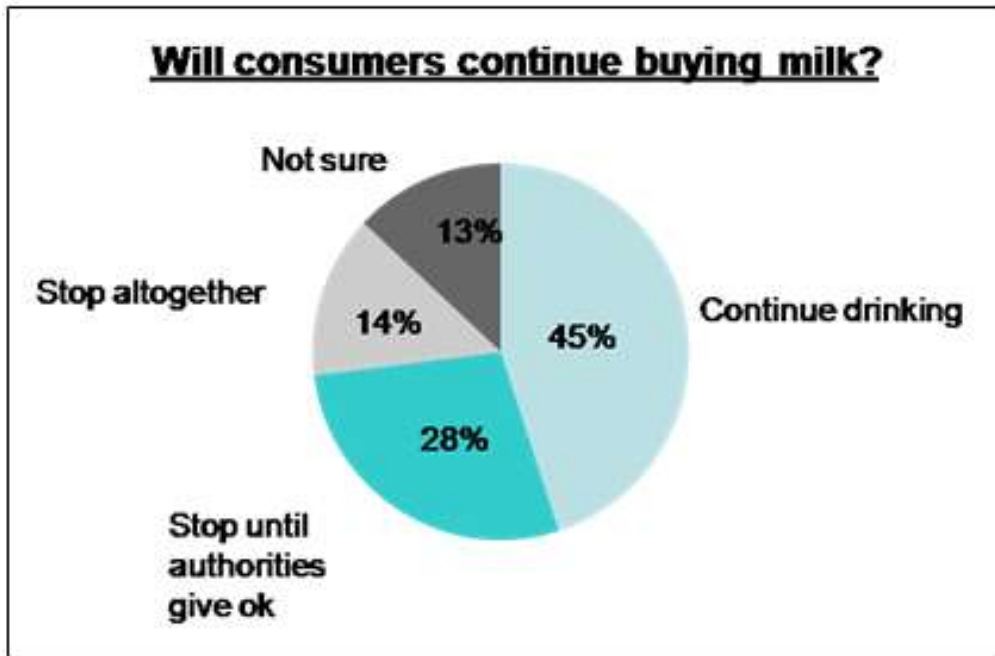
Worry is apt to be strongest among people who are the most frequent milk drinkers, mothers of young children, and the elderly. Reactions are also likely to be stronger among people who live near an outbreak or who are otherwise anxious about their diet.

Conversely, worry is apt to be weakest among young adults, people who ordinarily don't drink much milk, who trust government capabilities, who live far from an outbreak, or who are already convinced that the disease cannot harm them.

Although no one can be sure how consumers will respond to actual (vs. hypothetical) circumstances, nearly half of Americans polled say that in an FMD outbreak they would stop or suspend buying milk until convinced otherwise by appropriate authorities.

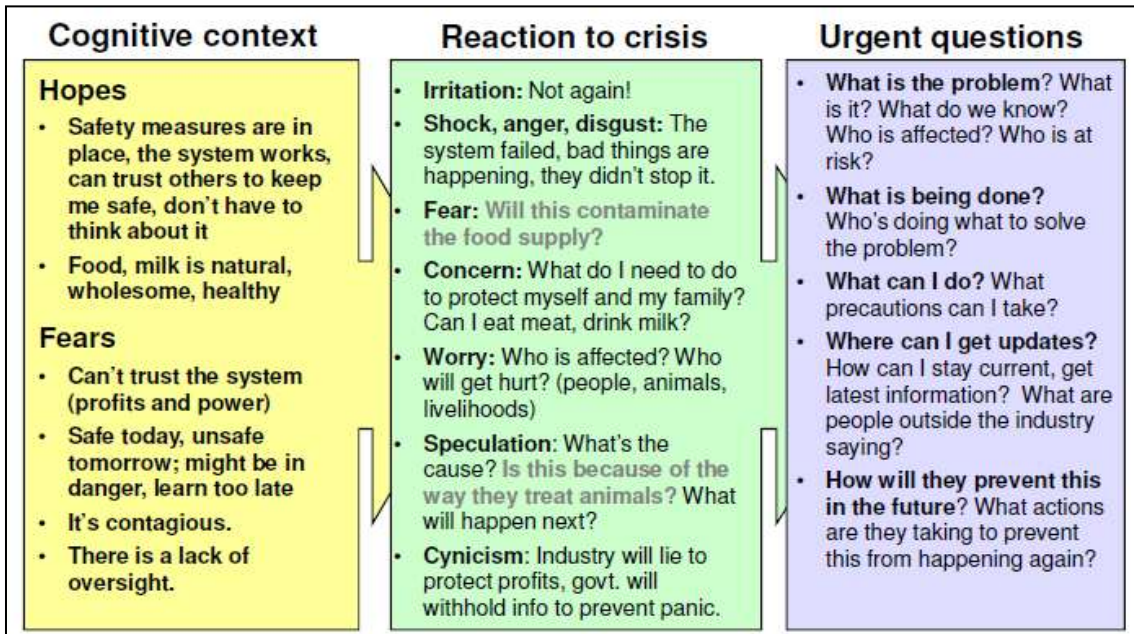
<sup>1</sup> KRC Research for Dairy Management Inc., *DMI Consumer Crisis Messaging Results Webcast* (September, 2008), Slide 29.

Projected Consumer Milk Purchases in an FMD Outbreak<sup>2</sup>



In short, concerns about food contamination, germs, and FMD in particular are apt to shape public response to FMD, and dairy consumption is apt to decline accordingly.

Mindset of FMD response among consumers<sup>3</sup>



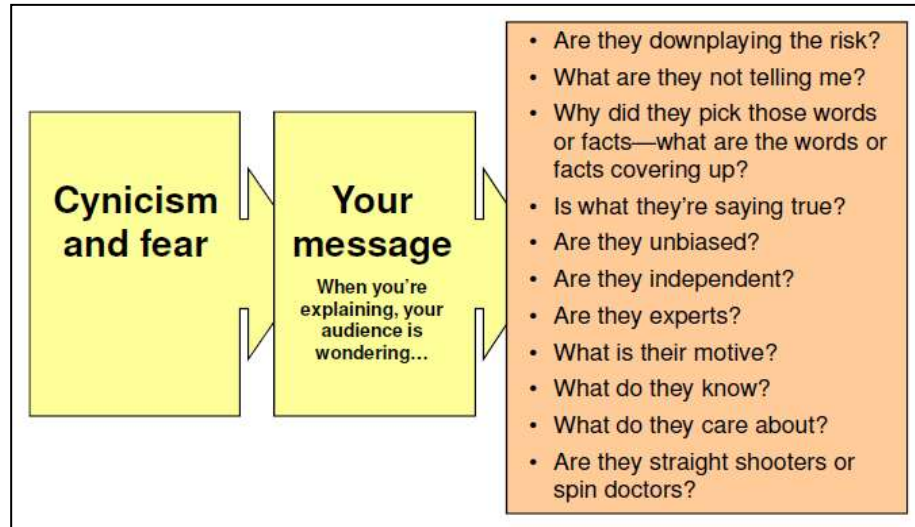
<sup>2</sup> Dairy Management Inc. (DMI), *Communicating Dairy Safety during an FMD Outbreak: Best Practices Based on Dairy Industry Crisis Messaging Research* (2011), p. 1.

<sup>3</sup> KRC Research for Dairy Management Inc., *DMI Consumer Crisis Messaging Results Webcast* (September, 2008), Slide 33.

## Trusted Sources

In an outbreak, consumers will be wary of advice they receive. They are especially likely to resist advice that could be considered patronizing or self-serving.

How people filter information<sup>4</sup>



For example, in the absence of independent corroboration, representatives of the dairy industry will be expected to belittle actual health risks for consumers, to care more about business as usual than the public concerns.

Since consumers feel the most reassured and informed about food and food safety when consistent information comes from the dairy industry, government *and* independent food safety organizations and experts, it is essential that the industry continues to work with third-party experts, universities and government agencies to ensure that consumers receive accurate, informative and useful information during a milk safety crisis. Both “moms” and mature adults should be considered high priority audience segments.<sup>5</sup>

Americans are most inclined to trust their personal primary health care provider, followed by well-respected national scientific and medical organizations.

<sup>4</sup> KRC Research for Dairy Management Inc., *DMI Consumer Crisis Messaging Results Webcast* (September, 2008), Slide 38.

<sup>5</sup> Dairy Management Inc. (DMI), [Research Brief: What Consumers Need to Hear in a Dairy Crisis](#) (October 2008), p. 6.

Who do consumers say they would trust the most for accurate information about food and food safety:<sup>6</sup>

1. My doctor
2. Centers for Disease Control (CDC)
3. Food and Drug Administration (FDA)
4. U.S. Department of Agriculture (USDA)
5. Pediatricians
6. The Surgeon General
7. American Dairy Association
8. Department of Health and Human Services (DHHS)
9. Veterinarians
10. My state health officials

Messages from all of these sources gain trust when they are honest, useful, and agree.

## Key Messages

In general, when thrust into a situation that they fear, people will change not only the way they feel but also the way they seek and receive relevant information. Messages intended to reassure consumers should anticipate such challenges and a good deal of skepticism.

When stressed or concerned, people typically:

- Have more difficulty hearing, understanding, and remembering information.  
**So, make no more than three points at a time.**
- Want to know that you care before they care what you have to say.  
**So, show honest empathy within the first thirty seconds.**
- Focus most on what they hear first and last.  
**So, repeat each point three times.**
- Focus much more on negative information than positive information.  
**So, avoid repeating unfounded rumors or false allegations.**
- Process information at well below their education level.  
**So, aim for 27/9/3: 27 words in 9 seconds for 3 messages.**
- Actively seek out additional sources of credible information.  
**So, prepare three supporting messages or credible sources for each point.**

Kinds of messages to avoid:

- Absolutes (e.g., never, always, everywhere)
- Repetition of false rumors or unproven allegations
- “Spin” that seems to diminish the problem or unfairly shift the context.
- Broad assertions without substantial proof or signs of action (e.g., “Safety and security are our top priorities.”)
- Self-congratulations or unqualified praise for the industry (e.g., “The dairy industry is often cited as a leader . . .”)

<sup>6</sup> KRC Research for Dairy Management Inc., *DMI Consumer Crisis Messaging Results Webcast* (September, 2008), Slide 24.

Impacts of information on consumer worries<sup>7</sup>

Consumer Reactions to FMD Information	
Less Worried	More Worried
<ul style="list-style-type: none"> <li>• Pasteurization effectively eliminates FMD so it does not affect food safety or human health</li> <li>• FMD has never been transmitted from pasteurized dairy products to humans</li> <li>• There is a plan – govt. officials and industry are taking clear and coordinated steps</li> <li>• Euthanize/putting sick animals to sleep – no cure; working on vaccine</li> <li>• Quarantine, protection and surveillance zones, temporary ban on livestock movement</li> <li>• Past successful examples</li> </ul>	<ul style="list-style-type: none"> <li>• Not “usually” fatal</li> <li>• Not a problem since 1920s</li> <li>• Epidemic/endemic confusion</li> <li>• Highly contagious among livestock</li> <li>• Imported products, transportation questions</li> <li>• Vague or unclear information</li> <li>• Safety assertions without proof or sense of action</li> <li>• Apparent lack of oversight, systemic breakdown</li> <li>• Pats on the head (“the dairy industry is often cited as a leader. . .”)</li> </ul>

Kinds of messages to use:

- Show that you care and are open to everyone’s concerns.
- Prepare to answer frequently asked questions, such as:
  - What is the problem?
  - What is being done to control the problem?
  - What can consumers do to help or to learn more?
- Use examples, describe specific steps in action and share relevant findings when they are available.
- Balance bad news with positive, constructive developments.

Alternatives to “I Don’t Know” or “No comment”:

1. Express a wish that you could answer.
2. Explain why you can’t answer, such as:
  - “I don’t know the answer.”
  - “I am not the right person or in the right position to answer.”
  - “I don’t yet have enough information or adequate data” (e.g., because it is still under investigation).
  - “I am limited in what I can say” (e.g. because of security, litigation, privacy).
3. Explain specifically how to redirect the question (e.g., to the Public Affairs Officer, to the Joint Information Center, or to you again at a particular time, phone number, or place).
4. Segue to what you can say.

<sup>7</sup> Dairy Management Inc. (DMI), [Research Brief: What Consumers Need to Hear in a Dairy Crisis](#) (October 2008), p. 4.

Messages that communicate milk is safe to drink:

- Consumers can continue to drink milk. Although Foot-and-Mouth Disease is a serious animal disease; it does not affect food safety or human health.
- Pasteurization of dairy products effectively eliminates Foot-and-Mouth Disease Virus, so it does not affect food safety or human health.

Note: Simply asserting that FMD doesn't affect human health is not sufficient to communicate milk safety in a climate of fear. People want to know why. Knowledge that pasteurization effectively eliminates the FMD virus helps convince them that milk is safe to drink

- Foot-and-Mouth disease has never been transmitted from pasteurized dairy products to humans. There is not a single case on record.
- Foot-and-Mouth Disease has been reported to affect human health in very few, rare cases. Human health effects are so rare that no major scientific or public health organization considers it a significant risk. Even in those very rare cases, the person who was supposedly affected had worked closely with FMD-infected livestock and recovered quickly.

Message Maps (2006)<sup>8</sup>

Note: an update of the following is expected to be released very soon, mid-2011.

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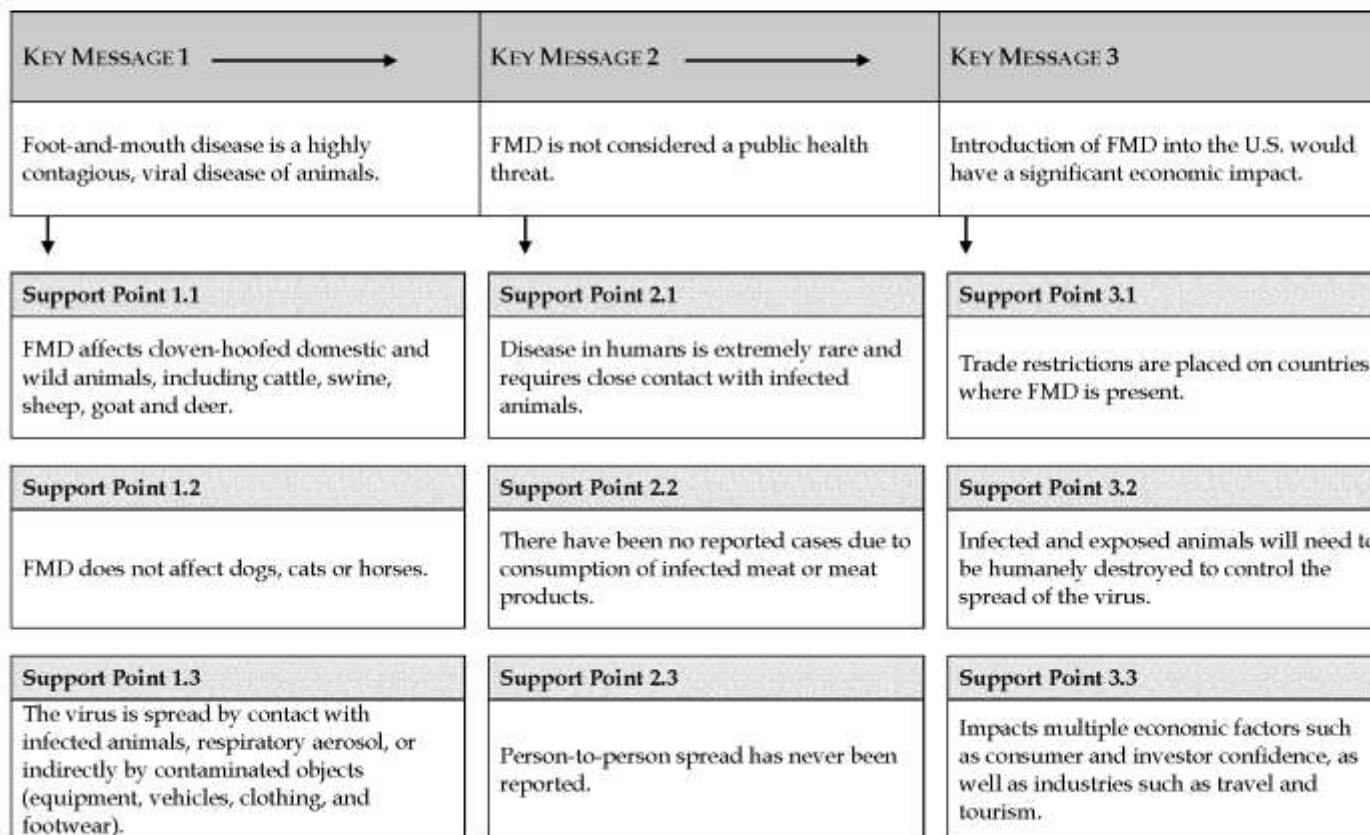
<sup>8</sup> *Foot-and-Mouth Disease Message Maps*, 16 maps excerpted from the full (all-hazards) *Message Map Briefing Book* (Multi-State Partnership for Security in Agriculture, 2006).

## MESSAGE MAP

AGENT: FOOT-AND-MOUTH DISEASE (FMD)

STAKEHOLDER: PUBLIC / MEDIA

QUESTION: WHAT SHOULD I KNOW ABOUT FOOT-AND-MOUTH DISEASE?



## MESSAGE MAP

AGENT: FOOT-AND-MOUTH DISEASE (FMD)

STAKEHOLDER: PUBLIC / MEDIA / FARMERS

QUESTION: HOW CAN A PROTECT MY FARM AGAINTS FOOT AND MOUTH DISEASE?

KEY MESSAGE 1	KEY MESSAGE 2	KEY MESSAGE 3
Use strict biosecurity measures on your farm.	Prevent disease introduction into your herd.	Monitor livestock regularly and contact your veterinarian if you suspect illness.
<b>Support Point 1.1</b>	<b>Support Point 2.1</b>	<b>Support Point 3.1</b>
Isolate any animals showing signs of illness.	Isolate new or returning animals for at least two weeks before reintroduction into the herd.	Monitor livestock regularly for signs of FMD.
<b>Support Point 1.2</b>	<b>Support Point 2.2</b>	<b>Support Point 3.2</b>
Monitor and record any movement of people, vehicles or animals on or off your farm.	Wash and disinfect shoes and clothing after traveling abroad.	Signs of FMD include blisters or ulcers on the mouth, tongue, feet and udder; excessive drooling; reluctance to move; stopping eating.
<b>Support Point 1.3</b>	<b>Support Point 2.3</b>	<b>Support Point 3.3</b>
Wash and disinfect items going on or off your farm, such as boots, vehicles and equipment.	Do not bring foreign meat products into the U.S.	Notify your veterinarian if livestock show signs of illness

## MESSAGE MAP

AGENT: FOOT-AND-MOUTH-DISEASE (FMD)

STAKEHOLDER: PUBLIC / MEDIA

QUESTION: WHAT ARE YOU DOING ABOUT FOOT-AND-MOUTH DISEASE?

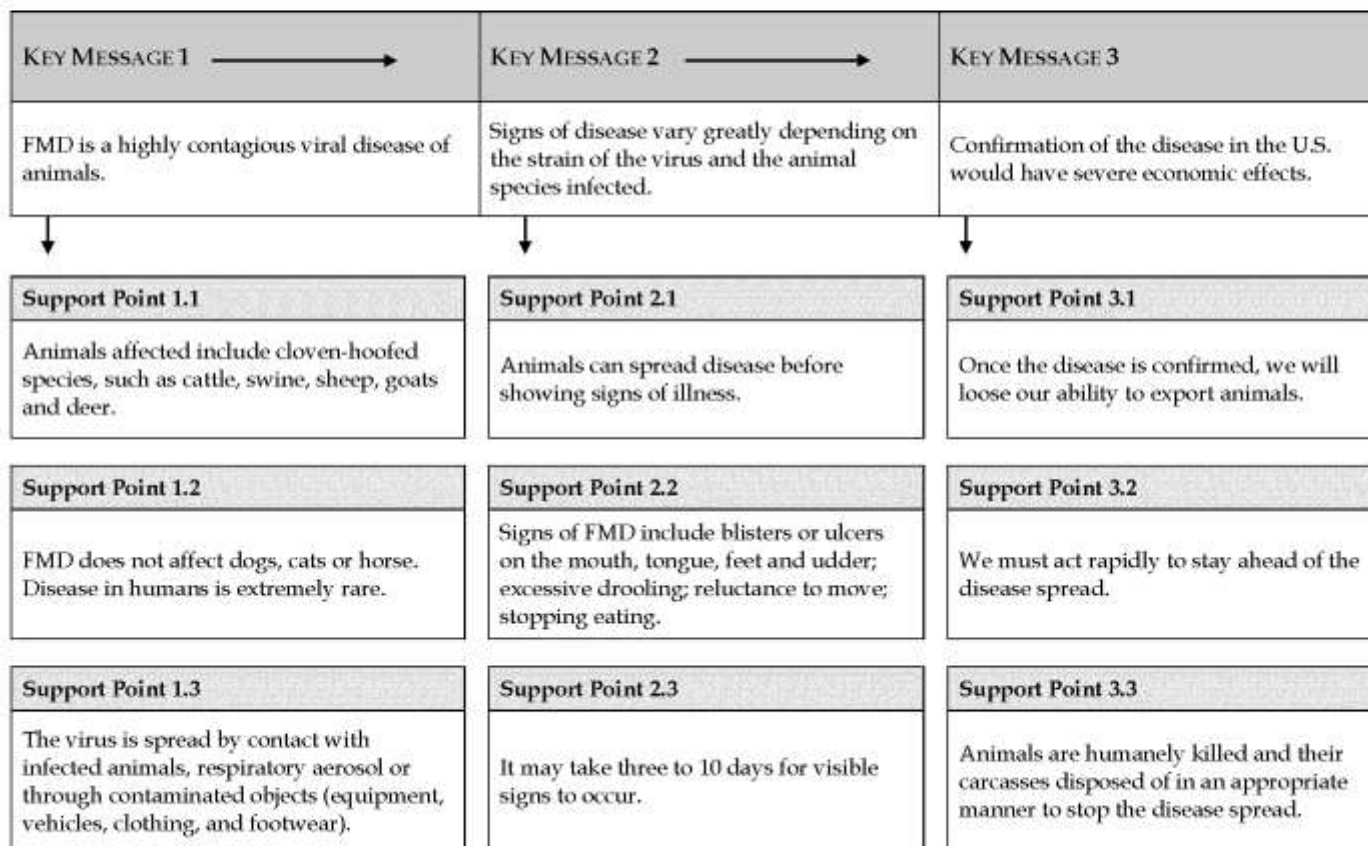
KEY MESSAGE 1	KEY MESSAGE 2	KEY MESSAGE 3
The State veterinarian has quarantined the area(s) and stopped movement of animals.	The State Emergency response plan has been activated.	The Incident Management Teams are acting to eliminate the spread of disease.
Support Point 1.1	Support Point 2.1	Support Point 3.1
The government has declared a state of emergency.	Surrounding states have been notified.	Quarantines have been established.
Support Point 1.2	Support Point 2.2	Support Point 3.2
Confirmed positive test results have been received.	Tracking and trace-backs to determine sources and extent of disease have begun.	Infected or exposed animals are humanely killed.
Support Point 1.3	Support Point 2.3	Support Point 3.3
Preliminary teams have been deployed to expand surveillance efforts.	The emergency operations center is staffed and an incident management team has been deployed to the site.	Disposal and decontamination procedures.

## MESSAGE MAP

AGENT: FOOT-AND-MOUTH DISEASE (FMD)

STAKEHOLDER: PUBLIC / MEDIA

QUESTION: WHAT INFORMATION SHOULD I HAVE ABOUT FMD?



## MESSAGE MAP

SCENARIO: FOOT-AND-MOUTH DISEASE (FMD)

STAKEHOLDER: PUBLIC

QUESTION: WHY DID IT TAKE THE STATE SO LONG TO ACT?

KEY MESSAGE 1	KEY MESSAGE 2	KEY MESSAGE 3
The State Veterinarian has quarantined the area and stopped the movement of animals.	The state emergency response plan has been activated.	We are moving quickly to contain the disease.
<b>Support Point 1.1</b>	<b>Support Point 2.1</b>	<b>Support Point 3.1</b>
The government has declared a state of emergency.	Surrounding states have been notified.	Animals within quarantine will be euthanized.
<b>Support Point 1.2</b>	<b>Support Point 2.2</b>	<b>Support Point 3.2</b>
Confirmed positive test results have been received	Started trace forward and backward to determine source and extent of disease	A surveillance zone is established outside the quarantine area.
<b>Support Point 1.3</b>	<b>Support Point 2.3</b>	<b>Support Point 3.3</b>
Preliminary teams have been deployed to expand surveillance efforts.	Traffic into the area has been restricted.	Producers are encouraged to report animals with symptoms.

## MESSAGE MAP

SCENARIO: FOOT-AND-MOUTH DISEASE (FMD)

STAKEHOLDER: PUBLIC

QUESTION: IS THE STATE PREPARED TO RESPOND?

KEY MESSAGE 1	KEY MESSAGE 2	KEY MESSAGE 3
FMD is not infectious to humans.	State and National response plans have been developed and implemented.	We have conducted and will continue to conduct education for producers and veterinarians.
↓	↓	↓
<b>Support Point 1.1</b>	<b>Support Point 2.1</b>	<b>Support Point 3.1</b>
The virus is highly contagious in cloven-hoofed animals.	Outlines roles and responsibilities.	Producers and veterinarians must remain vigilant.
<b>Support Point 1.2</b>	<b>Support Point 2.2</b>	<b>Support Point 3.2</b>
Humans can spread the virus on their clothing, vehicle tires, and equipment.	Dictates how agencies will coordinate.	Call officials if you suspect disease in animals.
<b>Support Point 1.3</b>	<b>Support Point 2.3</b>	<b>Support Point 3.3</b>
Quarantine and strict biosecurity measures will be implemented to control the spread of the disease.	We have tested and exercised the plan.	Implement biosecurity on your farm.

## MESSAGE MAP

SCENARIO: FOOT-AND-MOUTH-DISEASE (FMD)

STAKEHOLDER: MEDIA EVENT / STATE OFFICIAL

QUESTION: WHAT CAN YOU TELL US ABOUT THE SITUATION?



KEY MESSAGE 1	KEY MESSAGE 2	KEY MESSAGE 3
↓	↓	↓
The disease is currently being contained and investigated by state response teams.	State and Federal agricultural officials are taking protective measures.	FMD is not considered a public health threat.
<b>Support Point 1.1</b>	<b>Support Point 2.1</b>	<b>Support Point 3.1</b>
State animal health officials have quarantined the area and submitted samples for diagnosis.	State animal health officials are conducting surveillance.	Disease in humans is extremely rare and requires close contact with infected animals.
<b>Support Point 1.2</b>	<b>Support Point 2.2</b>	<b>Support Point 3.2</b>
Tracking and trace-backs have been initiated to determine the source and extent of disease spread.	We are notifying veterinarians in the state to raise awareness.	Only affects cloven-hoofed animals, including cattle, swine, sheep, goat and deer.
<b>Support Point 1.3</b>	<b>Support Point 2.3</b>	<b>Support Point 3.3</b>
The emergency operations center is staffed and an incident management team has been deployed to the site.	Working with industry to raise awareness and encourage vigilance.	There have been no reported cases due to consumption of infected meat or meat products.

## MESSAGE MAP

SCENARIO: FOOT-AND-MOUTH DISEASE (FMD)

STAKEHOLDER: PUBLIC

QUESTION: WHAT COULD THIS DO TO THE STATE'S ECONOMY?

KEY MESSAGE 1 	KEY MESSAGE 2 	KEY MESSAGE 3
Introduction of FMD into the U.S. would have a significant economic impact.	Affected farms will be quarantined.	State and federal plans are developed to respond quickly and minimize the spread of the disease.
↓	↓	↓
Support Point 1.1	Support Point 2.1	Support Point 3.1
Trade restrictions are placed on countries where FMD is present.	Once the disease is confirmed, we will lose our ability to export animals.	Humane euthanasia of infected or exposed animals.
Support Point 1.2	Support Point 2.2	Support Point 3.2
Infected and exposed animals will need to be humanely destroyed to control the spread of the virus.	We must act rapidly to stay ahead of the disease spread.	Proper disposal and decontamination procedures are practiced.
Support Point 1.3	Support Point 2.3	Support Point 3.3
Impacts multiple economic factors such as consumer and investor confidence, as well as industries such as travel and tourism.	Animals are humanely killed and their carcasses disposed of in an appropriate manner to stop the disease spread.	FMD is not considered a public health threat.

## MESSAGE MAP

SCENARIO: FOOT-AND-MOUTH DISEASE (FMD)

STAKEHOLDER: PRODUCERS FACED WITH DEPOPULATING OPERATIONS ADJOINING INDEX CASE

QUESTION: WHAT DO WE DO AFTER FOOT-AND-MOUTH DISEASE IS DISCOVERED IN OUR LIVESTOCK?

KEY MESSAGE 1	KEY MESSAGE 2	KEY MESSAGE 3
The objective is to contain and eradicate the disease in order to re-establish exports.	Implement a biosecurity program for your operation.	Document the value of your operation for indemnity payments.
↓	↓	↓
<b>Support Point 1.1</b>	<b>Support Point 2.1</b>	<b>Support Point 3.1</b>
The virus is highly contagious and easily spread between animals; animals can spread the disease before showing signs of illness.	Control movement on and off your farm.	Compile complete records on all production animals.
<b>Support Point 1.2</b>	<b>Support Point 2.2</b>	<b>Support Point 3.2</b>
Must move rapidly to contain disease spread.	Monitor and record any movement of people, vehicles or animals on or off your farm.	Document the value of your breeding stock.
<b>Support Point 1.3</b>	<b>Support Point 2.3</b>	<b>Support Point 3.3</b>
Exposed animals will be humanely killed.	Wash and disinfect items going on or off your farm, such as boots, vehicles and equipment.	Keep periodic photos to document production numbers and herd health.

## MESSAGE MAP

SCENARIO: FOOT-AND-MOUTH DISEASE (FMD)

STAKEHOLDER: PRODUCERS

QUESTION: WHY DO YOU HAVE TO KILL MY LIVESTOCK -IT'S THE NEIGHBOR'S PROBLEM.

KEY MESSAGE 1	KEY MESSAGE 2	KEY MESSAGE 3
Science tells us the disease can spread through the air (under certain conditions).	Protect your operation from accidental contamination/introduction.	An indemnification program will help offset losses.
↓	↓	↓
Support Point 1.1	Support Point 2.1	Support Point 3.1
Infected animals exhale the virus.	The virus is most commonly and easily spread on objects (clothing, vehicles, and equipment) and by infected animals.	Have good records including pictures of your operation and herd.
Support Point 1.2	Support Point 2.2	Support Point 3.2
With every breath they exhale thousands of virus spores.	Keep unauthorized people away from your operations.	Document the value of your breeding stock.
Support Point 1.3	Support Point 2.3	Support Point 3.3
Under certain conditions, the virus may spread for miles around the index case.	Clean and disinfect equipment, boots, and clothing, used in production.	Compile complete records on all production animals.

## MESSAGE MAP

SCENARIO: FOOT-AND-MOUTH DISEASE (FMD)

STAKEHOLDER: PRODUCERS

QUESTION: WHAT ARE YOU DOING ABOUT THIS CONFIRMED CASE OF FMD?

KEY MESSAGE 1 <span style="float: right;">→</span>	KEY MESSAGE 2 <span style="float: right;">→</span>	KEY MESSAGE 3
Our goal is to stop spread of the disease.	When the disease is eradicated, trade and the economy will recover.	Producers should know that help is available.
↓	↓	↓
<b>Support Point 1.1</b>	<b>Support Point 2.1</b>	<b>Support Point 3.1</b>
Infected animals have been identified and quarantined.	It will take time for the markets to recover.	Call extension services and rural concerns hotline (XXX-XXX-XXXX).
<b>Support Point 1.2</b>	<b>Support Point 2.2</b>	<b>Support Point 3.2</b>
Veterinary teams are monitoring for new disease outbreaks.	Producers will receive compensation for livestock.	Community based agencies and counseling services
<b>Support Point 1.3</b>	<b>Support Point 2.3</b>	<b>Support Point 3.3</b>
Exposed animals are humanely killed to stop the disease.	Countries like Great Britain have successfully recovered trade following an outbreak.	Local ministries and faith-based organizations

## MESSAGE MAP

SCENARIO: FOOT-AND-MOUTH DISEASE (FMD)

STAKEHOLDER: PRODUCERS

QUESTION: CAN YOU GUARANTEE ME THAT THIS IS AN ISOLATED INCIDENT AND WILL NOT EFFECT OTHER FARMS?

KEY MESSAGE 1	KEY MESSAGE 2	KEY MESSAGE 3
The State Department of Agriculture is working very hard to keep this incident isolated.	The State Department of Agriculture has initiated an investigation.	Foot-and-mouth disease is a highly contagious, viral disease of animals, including cattle, swine, sheep, goat and deer.
↓	↓	↓
<b>Support Point 1.1</b>	<b>Support Point 2.1</b>	<b>Support Point 3.1</b>
The State Veterinarian has quarantined the area(s) and stopped movement of animals.	Tracking and trace-backs are being conducted to determine sources and the extent of disease.	The disease is spread by contact with infected animals, respiratory aerosol, or indirectly by contaminated objects (equipment, vehicles, clothing, footwear).
<b>Support Point 1.2</b>	<b>Support Point 2.2</b>	<b>Support Point 3.2</b>
Collaboration with other State and Federal agencies.	Surrounding states have been notified.	FMD is not considered a public health threat.
<b>Support Point 1.3</b>	<b>Support Point 2.3</b>	<b>Support Point 3.3</b>
Humane euthanasia of infected or exposed animals.	Preliminary teams have been deployed to expand surveillance efforts.	Monitor livestock regularly and contact your veterinarian if you suspect illness.

## MESSAGE MAP

SCENARIO: FOOT-AND-MOUTH-DISEASE (FMD)

STAKEHOLDER: PRODUCERS

QUESTION: WILL THIS WIPE OUT ANIMAL AGRICULTURE IN THE U.S.?

KEY MESSAGE 1 <span style="float: right;">→</span>	KEY MESSAGE 2 <span style="float: right;">→</span>	KEY MESSAGE 3
There was a FMD outbreak in 1929 and we are better equipped today.	U.K.'s industry remains viable, despite its previous experience with FMD.	All resources needed are committed.
↓	↓	↓
Support Point 1.1	Support Point 2.1	Support Point 3.1
State and Federal plans have been developed to guide the response needed	The U.K. infection was more widespread.	Response plans were already in place.
Support Point 1.2	Support Point 2.2	Support Point 3.2
Infected herds were depopulated.	U.K. has fewer resources than U.S.	The USDA and emergency management are already providing resources.
Support Point 1.3	Support Point 2.3	Support Point 3.3
There were no further occurrences.	U.K.'s livestock owners are rebuilding.	Agencies are working together.

## MESSAGE MAP

SCENARIO: FOOT-AND-MOUTH DISEASE (FMD)

STAKEHOLDER: MEDIA

QUESTION: DID A MISTAKE MADE BY YOUR LAB CAUSE THIS OUTBREAK BECAUSE OF POOR HANDLING OF SAMPLES SUBMITTED TO YOU?

KEY MESSAGE 1 <span style="float: right;">→</span>	KEY MESSAGE 2 <span style="float: right;">→</span>	KEY MESSAGE 3
The control of the sample can be traced to its point of origin.	Tracking and trace-backs are being conducted to determine sources and the extent of disease.	The samples were at the Federal veterinary diagnostic laboratory under strict biosecurity procedures.
↓	↓	↓
<b>Support Point 1.1</b>	<b>Support Point 2.1</b>	<b>Support Point 3.1</b>
Trained veterinarians obtained the sample on-site.	The State veterinarian has quarantined the area(s) and stopped movement of animals.	The samples were processed by the National Foreign Animal Disease Diagnostic Laboratories (FADDL) on Plum Island, New York
<b>Support Point 1.2</b>	<b>Support Point 2.2</b>	<b>Support Point 3.2</b>
The sample was transported to the Federal lab under secure conditions.	The government has declared a state of emergency.	It is the only laboratory in the U.S. capable of diagnosing foot-and-mouth disease.
<b>Support Point 1.3</b>	<b>Support Point 2.3</b>	<b>Support Point 3.3</b>
The Federal laboratory gave immediate attention to the sample under strict biosecurity protocols.	Preliminary teams were deployed to expand surveillance.	Foreign animal disease samples receive immediate attention at these facilities.

## MESSAGE MAP

SCENARIO: FOOT-AND-MOUTH DISEASE (FMD)

STAKEHOLDER: MEDIA

QUESTION: CAN THE STATE DEPARTMENT OF AGRICULTURE HANDLE THE OUTBREAK?

KEY MESSAGE 1	KEY MESSAGE 2	KEY MESSAGE 3
↓	↓	↓
<b>Support Point 1.1</b>	<b>Support Point 2.1</b>	<b>Support Point 3.1</b>
The State Foot-and-Mouth Disease Response Plan was developed prior to event and was followed during this incident.	The government has declared a state of emergency.	State agencies and the USDA are collaborating.
<b>Support Point 1.2</b>	<b>Support Point 2.2</b>	<b>Support Point 3.2</b>
Quarantines were placed promptly.	Providing funds and man power to enforce quarantine and look for further outbreaks.	Cooperation from producers and industry is needed to contain the disease.
<b>Support Point 1.3</b>	<b>Support Point 2.3</b>	<b>Support Point 3.3</b>
Tracking and trace-backs are being conducted to determine sources and the extent of disease.	Presence of the disease has national and international implications since trade restrictions are placed on countries where FMD is present.	Incident command system in place is working.

## MESSAGE MAP

SCENARIO: FOOT-AND-MOUTH DISEASE (FMD)

STAKEHOLDER: PUBLIC / FARMERS / INDUSTRY

PREMISE: OVERARCHING MESSAGES

KEY MESSAGE 1 <span style="float: right;">→</span>	KEY MESSAGE 2 <span style="float: right;">→</span>	KEY MESSAGE 3
FMD is not a public health threat.	It is highly contagious to animals.	The affected area has been quarantined and we are working to contain and eradicate the disease.
↓	↓	↓
Support Point 1.1	Support Point 2.1	Support Point 3.1
There is no threat to humans.	Swine, cattle, sheep, goats, deer are affected.	State veterinarian has stopped movement of animals.
Support Point 1.2	Support Point 2.2	Support Point 3.2
Responders wear protective gear to avoid spreading the disease.	Not harmful to cats and dogs.	Positive test results were confirmed.
Support Point 1.3	Support Point 2.3	Support Point 3.3
There have been no reported cases due to consumption of infected meat or meat products.	Transmitted by ingestion, contact or by air.	State of emergency has been declared.

## Risk Communication Resources:

### Message maps for an FMD outbreak

*Foot-and-Mouth Disease Message Maps*, 16 maps excerpted from the full (all-hazards) *Message Map Briefing Book* (Multi-State Partnership for Security in Agriculture, 2006). Note: these maps are generic and would benefit from updating and specific reference to local concerns and capacities.

### E-resources

[FMD Newsroom](#). USDA website with the latest news and links to additional information about FMD.

[Foot-and-Mouth-Disease Information](#). National Cattlemen's Beef Association (NCBA) website with information resources for producers and consumers, including answers to [Frequently Asked Questions](#).

[Dairy Response Center](#). Website initiated by the dairy checkoff, with links to tools for communication with consumers and producers about animal health issues.

[Dairy Emergency Response Network](#) (Linedin.com). Website maintained by national dairy organizations – Dairy Management, Inc. (DMI), National Milk Producers Federation (NMPF), International Dairy Foods Association (IDFA), Milk Processor Education Program (MilkPEP) and U. S. Dairy Export Council (USDEC) – in association with state and regional dairy organizations, aiming to speak with one voice and manage crisis communications to protect public health and business continuity.

[Latest Dairy News](#). Password-protected source of information for producers.

[Lessons and Next Steps for Improving Foot-and-Mouth Disease Response](#) (DMI, 2011)

### Guides to communication with consumers about FMD

*Communicating Dairy Safety during an FMD Outbreak: Best Practices Based on Dairy Industry Crisis Messaging Research* (DMI, 2011).

[Consumers Want a Human Health Reassurance Message in the Event of an FMD Outbreak](#), Research Brief by Rick McCarty for the National Cattlemen's Beef Association, Issues Update (September-October, 2007), pp. 47-48.

[Crisis Preparedness Toolkit](#) (DMI, 2009).

*DMI Consumer Crisis Messaging Results Webcast* (KRC Research, September, 2008).

[Issues Management Message Manual](#) (National Dairy Council, 2010).

[Research Brief: What Consumers Need to Hear in a Dairy Crisis](#) (DMI, October 2008).

[Social Media and Crisis Response: A Strategy for the Dairy Industry](#) (DMI and Weber Shandwick, March 18, 2011). Available as a set of [slides](#) or a [recorded presentation](#).

[Speaking Out: Animal Health and Dairy Product Safety](#) and [Communications Tips and Techniques](#) pocket reference (Dairy Management Inc, [Dairy Response Center](#), 2011).

General guides to risk communication and message mapping

[Advanced Risk Communication Templates](#) , a pocket guide (Vincent Covello, 2008).

[Best Practices in Effective Risk Communication](#), one page of bulleted points, [The Ten Best Practices for Risk and Crisis Communication](#), on-line training, and [Risk Communication Message Development Template](#), two-page guide for developing your own message map, (National Center for Food Protection and Defense, University of Minnesota, 2008-2010).

[Communicating in a Crisis: Risk Communication Guidelines for Public Officials](#) (U.S. Department of Health and Human Services, 2002)

[Crisis and Risk Emergency Communication](#) (Centers for Disease Control and Prevention, September 2002) and [CREC Basic Quick Guide](#) (CDC, 2008)

[Effective Media Communication During Public Health Emergencies: A WHO Field Guide](#), a compact [Wall Chart](#), or the full [Handbook](#) (Randall N. Hyer and Vincent T. Covello for the World Health Organization, July 2005).

[Effective Risk and Crisis Communication during Water Security Emergencies: Summary Report of EPA Sponsored Message Mapping Workshops](#) (U.S. Environmental Protection Agency, 2007).

[Health Communicator's Social Media Toolkit](#) (CDC, July 2011).

[Questions Commonly Asked by Journalists During an Emergency or Crisis](#) (Vincent T. Covello (2005).

[Risk and Crisis Communication: Communicating Effectively in High Concern, High Stress, or Low Trust Situations](#), a presentation by Vincent T. Covello (August 2010).

[Risk Communication Planning Guide](#). (National Center for Food Protection and Defense, January 20, 2007).

[Risk Communicator Training for Food Defense Preparedness, Response and Recovery](#) (International Food Information Council Foundation, March 19, 2010).

[Speaking Out: Animal Health and Dairy Product Safety](#) (Dairy Response Center, 2011).