



How Risk Communication Can Shape Our Practice of Ethics

April 13, 2023

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Today's Plan

- 1. Review Dr. Peter Sandman's Risk Communication principles, including his four paradigms of Risk Communication.**
 - 2. Review the BGC Code of Ethics for Industrial Hygiene and APHA Code of Ethics for Public Health.**
 - 3. Describe Sandman's "Games Risk Communicators Play."**
 - 4. Assess how we/public health have done applying Sandman's Risk Communication principles during the COVID-19 pandemic.**
 - 5. Case Studies in Risk Communication & Ethics.**
 - 6. Summarize what we've learned.**
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Polling Question

Have you heard Dr. Peter Sandman's risk communication framework?

Yes/No

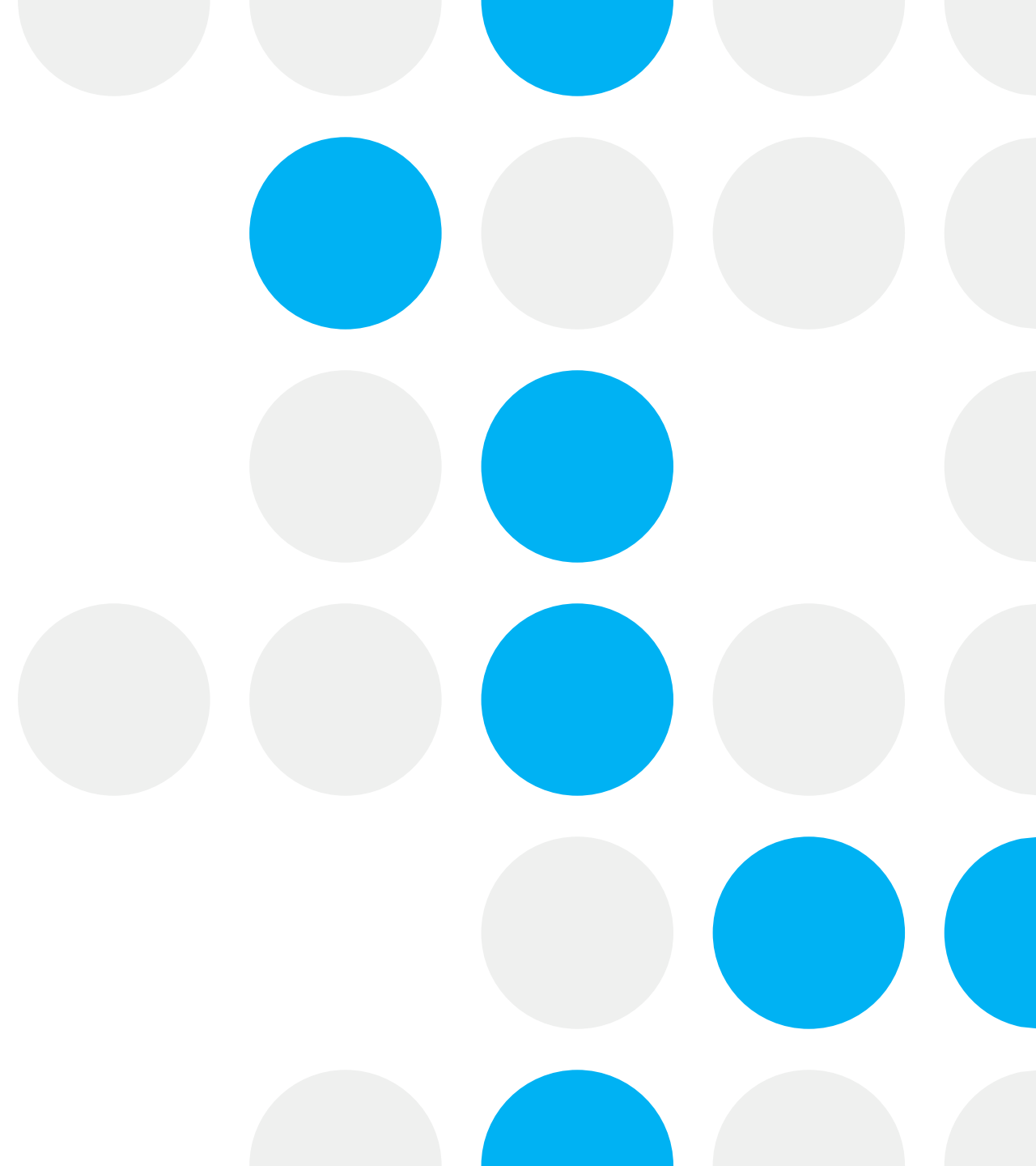
Sandman's framework

$$R = H + O$$

R = Risk

H = Hazard

O = Outrage



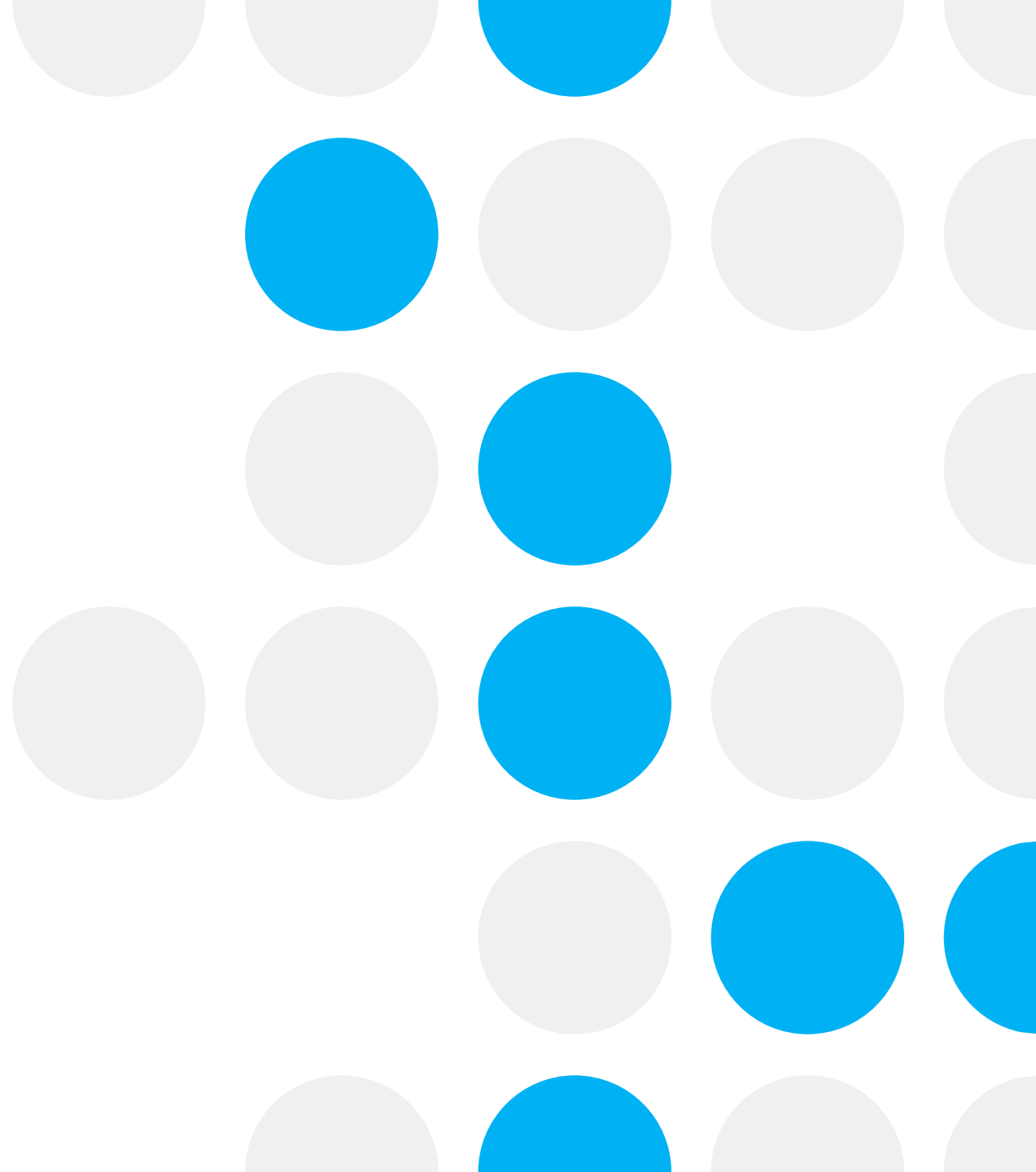
Sandman's framework

$$R = f(H, O)$$

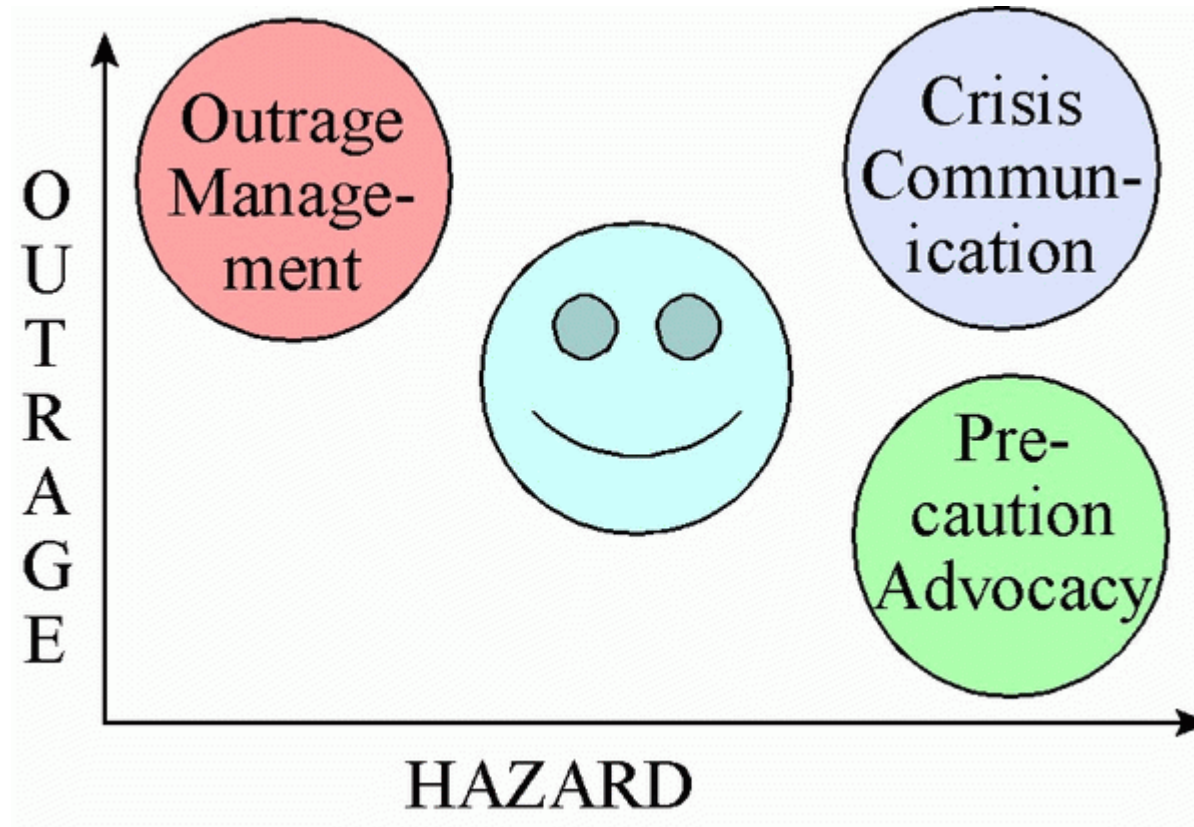
R = Risk

H = Hazard

O = Outrage



Precaution Advocacy on Sandman's map



Source: www.petersandman.com; used with permission

Sandman's Paradigms of Risk Communication

1. Sweet Spot – low outrage, low hazard; “So what?”
2. Precaution Advocacy – low outrage, high hazard; “Watch out!”
3. Outrage Management – high outrage, low hazard; “Calm down.”
4. Crisis Management – high outrage, high hazard; “We’ll get through this together.”





What are the Components of Outrage?

- What is “Safe”?
 - What is “Risky”?
-

12 Principal Components of Outrage

Safe

1. Voluntary
2. Natural
3. Familiar
4. Not memorable
5. Not dreaded
6. Chronic

Risky

1. Coerced
2. Industrial
3. Exotic
4. Memorable
5. Dreaded
6. Catastrophic

Source: Twelve Principal Outrage Components, Peter M. Sandman. 1991

12 Principal Components of Outrage (cont'd)

Safe

7. Knowable
8. Individually controlled
9. Fair
10. Morally irrelevant
11. Trustworthy sources
12. Responsive process

Risky

7. Unknowable
8. Controlled by others
9. Unfair
10. Morally relevant
11. Untrustworthy sources
12. Unresponsive process

Source: Twelve Principal Outrage Components, Peter M. Sandman. 1991

Polling Question

Have you had to deal with one or more of these situations?

1. Sweet Spot
 2. Precaution Advocacy
 3. Outrage Management
 4. Crisis Management
-

BGC Code of Ethics Quiz

1. Certificants have the obligation to: (answer all that apply)

1. Maintain high standards of integrity & professional conduct
 2. Accept responsibility for their actions
 3. Continually seek to maintain and/or enhance their professional capabilities
 4. Practice with fairness & honesty
 5. All of the above.
-

BGC Code of Ethics Quiz

2. Certificants must comply with organizational rules, policies & legal requirements, including: (answer all that apply)

1. Comply with laws, regulations, policies & ethical standards governing professional practice.
 2. Provide accurate & truthful representations concerning all certification & recertification information.
 3. Report apparent violations of the ethics code by certificants.
 4. Refrain from public behavior that is in violation of professional, ethical, or legal standards.
 5. All of the above.
-

BGC Code of Ethics Quiz

3. Under responsibilities to clients, employers, employees, and the public, with respect to education, experience, competency, and performance of professional services, a certificant must: (answer all that apply)

1. Communicate clearly, to clients and/or employers, the potential consequences if professional decisions or judgments are overruled or disregarded.
 2. Maintain & respect the confidentiality of sensitive information obtained in the course of professional activities unless the failure to release such information would likely result in death or serious physical harm to employees and/or the public.
 3. Recognize the limitations of one's professional ability & provide services only when qualified.
 4. All of the above.
-

Polling Question

4. To which of Peter Sandman's risk communication paradigms do these responsibilities in our Code of Ethics apply? (answer all that apply)

1. Sweet Spot
 2. Precaution Advocacy
 3. Outrage Management
 4. Crisis Management
-

BGC Code of Ethics Quiz

5. With respect to conflict of interest & appearance of impropriety, under responsibilities to clients, employers, employees, & the public, a certificant must: (answer all that apply)

1. Disclose, to clients and/or employers, significant circumstances that could be construed as a conflict of interest or an appearance of impropriety.
 2. Avoid conduct that could cause a conflict of interest with a client, employer, employee or the public.
 3. Assure that a conflict of interest does not compromise legitimate interests of a client, employer, employee or the public and does not influence or interfere with professional judgments.
 4. Refrain from offering or accepting significant payments, gifts, or other forms of compensation or benefits in order to secure work or that are intended to influence professional judgment.
 5. All of the above.
-

BGC Code of Ethics Quiz

6. With respect to public health, safety and the natural environment, a certificant must follow appropriate health & safety procedures, in the course of performing professional duties, to protect clients, employers, employees, and the public from conditions where injury & damage are reasonably foreseeable.

True / False

APHA Code of Ethics

Core Ethical Values & Related Obligations

1. Professionalism & Trust
 2. Health & Safety
 3. Health Justice & Equity
 4. Interdependence & Solidarity
 5. Human Rights & Civil Liberties
 6. Inclusivity & Engagement
-

Sandman: Games Risk Communicators Play

1. Follow the Leader
2. Echo
3. Donkey
4. Seesaw



Sandman: Games Risk Communicators Play

Convincing of X:

1. Believe nothing on topic
2. Believe X already
3. Believe Y
4. Believe X & Y



Sandman: Games Risk Communicators Play

Convincing of X:

1. Follow the Leader

Talking to people with no opinion.



Sandman: Games Risk Communicators Play

Convincing of X:

2. Echo

Talking to people who agree.



Sandman: Games Risk Communicators Play

Convincing of X:

3. Donkey

Talking to people who disagree.



Sandman: Games Risk Communicators Play

Convincing of X:

4. Seesaw

Talking to people who are ambivalent.



Sandman: Games Risk Communicators Play

Know what game you're
playing based on what you
know about the
stakeholders!



Sandman: 8 Things US Pandemic Communicators Still Get Wrong

1. Overconfidence and failure to proclaim uncertainty
2. Failure to do anticipatory guidance
3. Fake consensus
4. Prioritizing health over other values
5. Prioritizing health over truth
6. Failure to own your mistakes
7. Failure to address misinformation credibly and empathetically
8. Politicization



APHA Code of Ethics

Core Ethical Values & Related Obligations



1. Professionalism & Trust
 2. Health & Safety
 3. Health Justice & Equity
 4. Interdependence & Solidarity
 5. Human Rights & Civil Liberties
 6. Inclusivity & Engagement
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Polling Question:
Which Risk Communication Game could be used to assist with the mistake of overconfidence & failure to proclaim uncertainty? (Select one answer)



1. Follow the Leader
2. Echo
3. Donkey
4. Seesaw

Polling Question:
Which APHA COE Value was overlooked in the mistake of overconfidence & failure to proclaim uncertainty? (Select all that apply)



1. Professionalism & Trust
2. Health & Safety; Health Justice & Equity
3. Interdependence & Solidarity
4. Human Rights & Civil Liberties
5. Inclusivity & Engagement

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Polling Question:
Which Risk Communication Game could be used to assist with the mistake of failure to do anticipatory guidance?
(Select one answer)



1. Follow the Leader
2. Echo
3. Donkey
4. Seesaw

Polling Question:
Which APHA COE Value was overlooked in the mistake of failure to do anticipatory guidance? (Select all that apply)



1. Professionalism & Trust
2. Health & Safety; Health Justice & Equity
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Polling Question:

Which Risk Communication Game could be used to assist with the mistake of fake consensus? (Select one answer)



1. Follow the Leader
2. Echo
3. Donkey
4. Seesaw

Polling Question:
Which APHA COE Value was overlooked in the mistake of fake consensus? (Select all that apply)



1. Professionalism & Trust
2. Health & Safety; Health Justice & Equity
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Polling Question:
Which Risk Communication Game could be used to assist with the mistake of prioritizing health over other values?
(Select one answer)



1. Follow the Leader
2. Echo
3. Donkey
4. Seesaw

Polling Question:
Which APHA COE Value was overlooked in the mistake of prioritizing health over other values? (Select all that apply)



1. Professionalism & Trust
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Polling Question:
Which Risk Communication Game could be used to assist with the mistake of prioritizing health over truth? (Select one answer)



1. Follow the Leader
2. Echo
3. Donkey
4. Seesaw

Polling Question:
Which APHA COE Value was overlooked in the mistake of prioritizing health over truth? (Select all that apply)



1. Professionalism & Trust
2. Health & Safety; Health Justice & Equity
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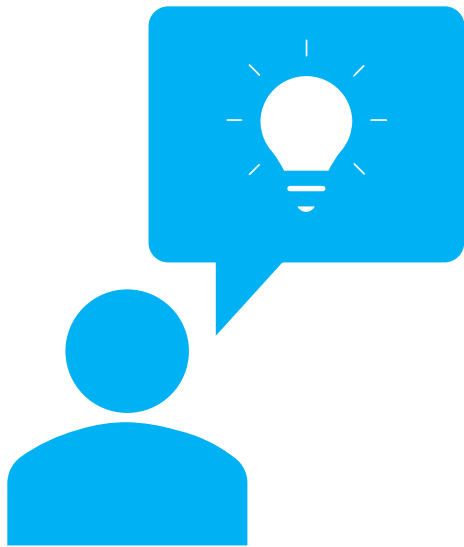


Polling Question:
Which Risk Communication Game could be used to assist with the mistake of failure to own your mistakes? (Select one answer)



1. Follow the Leader
2. Echo
3. Donkey
4. Seesaw

Polling Question:
Which APHA COE Value was overlooked in the mistake of failure to own your mistakes? (Select all that apply)



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Polling Question:
Which Risk Communication Game could be used to assist with the mistake of failure to address misinformation credibly & empathetically? (Select one answer)



1. Follow the Leader
2. Echo
3. Donkey
4. Seesaw

Polling Question:
Which APHA COE Value was overlooked in the mistake of failure to address misinformation credibly & empathetically?
(Select all that apply)



1. Professionalism & Trust
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Polling Question:
Which Risk Communication Game could be used to assist with the mistake of politicization? (Select one answer)



1. Follow the Leader
2. Echo
3. Donkey
4. Seesaw

Polling Question:
Which APHA COE Value was overlooked in the mistake of politicization? (Select all that apply)



1. Professionalism & Trust
2. Health & Safety; Health Justice & Equity
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4. Human Rights & Civil Liberties
5. Inclusivity & Engagement

Optional Homework

1. Which of the 8 COVID risk communication mistakes do you think you may have made? Which of the 8 has your organization made?
2. To what extent do you think you and your organization can correct these mistakes? Are there some you can improve and others honestly you think you can't?
3. Given everything on your plate, how much of a priority do you think improving these mistakes should have? Will it help redress eroding trust? How much of a priority is that?

Bonus: What other COVID risk communication mistakes are public health professionals making that strike you as important to improve?

Case Study: New Microchip Plant Siting

- Company representatives
- Community members
- Local government
- Regulators
- Environmental advocacy groups
- Press



Risk Communication Planning

- What are the questions that you wish to have answered and/or expect to answer regarding this new plant?
 - Which of Sandman's Components of Outrage do you anticipate needing to respond to and/or pointing out in your presentation?
 - How will you prepare to respond to ethical challenges?
 - What alliances would you wish to build of the entities participating? Do you have other entities that you would bring into the risk communication plan?
 - Bonus: Describe which of Sandman's Games Risk Communicators Play might apply to your group.
-



Risk Communication Planning: Group Reports

- Company representatives
- Community members
- Local government
- Regulators
- Environmental advocacy groups
- Press



Case Study: Train Derailment

- Company representatives
- Community members
- Local government
- Regulators
- Environmental advocacy groups
- Press



Crisis Communication

- What are the questions that you wish to have answered and/or expect to answer regarding this crisis?
- Which of Sandman's Components of Outrage do you anticipate needing to respond to and/or pointing out in your presentation?
- How will you prepare to respond to ethical challenges?
- What alliances would you wish to build of the entities participating? Do you have other entities that you would bring into the crisis communication plan?
- Bonus: Describe which of Sandman's Games Risk Communicators Play might apply to your group.



Crisis Communication Planning: Group Reports

- Company representatives
 - Community members
 - Local government
 - Regulators
 - Environmental advocacy groups
 - Press
-



So What?

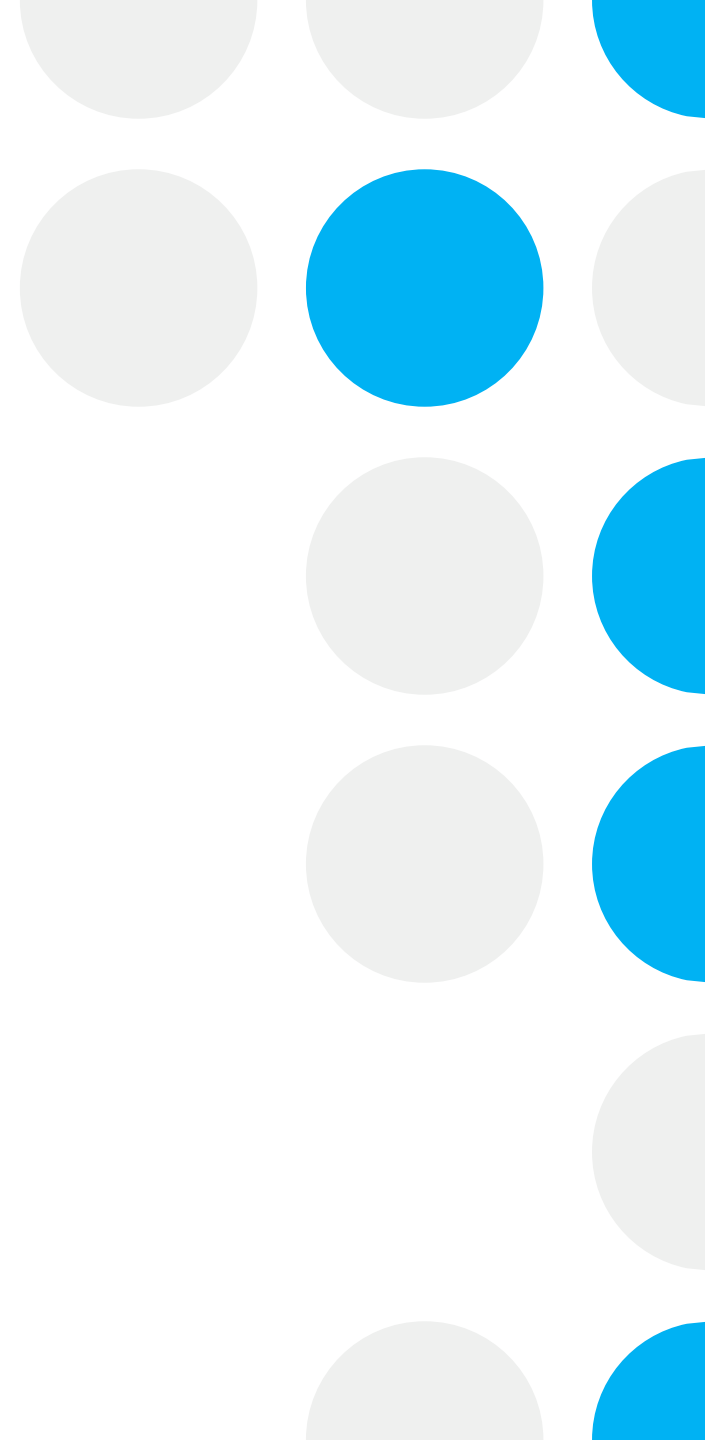


Recap

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- 6. Summarized what we've learned.**

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“Communicating clearly, to clients and/or employers, the potential consequences if professional decisions or judgments are overruled or disregarded.”





Questions/ Comments



Thank you!



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Bibliography

- Dr. Peter Sandman's web site: <http://www.petersandman.com>
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