

Public Health and Risk Communication: A Brief Overview

公共卫生与风险沟通概述

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Communication

交流和沟通

- The process of sharing ideas, information, and messages with others in a particular time and place
- 是在特别的时间和地点与他人分享想法、信息和资讯的过程。

Communication includes: 沟通的形式包括

- Writing 书面文字
- Talking 谈话
- Non-verbal communication (facial expressions, body language, gestures) 其他非口头的沟通形式，如面部表情、肢体语言、手势
- Visual communication (images or pictures) 视觉沟通，如形象或图片
- Electronic communication (telephone calls, electronic mail, cable television, or satellite broadcasts) 电子沟通形式，如电话、电子邮件、网络电视或卫星广播等

Communication is VITAL to...

沟通在以下情景中是至关重要的

- Personal life 个人生活
- Business 商务活动
- Education 教育活动
- Any other situation where people encounter each other 以及人们彼此间遇到的情景

RISK !!

风险!

- Possibility of LOSS, INJURY or PERIL

可能造成损失、损伤或危险

- Someone or something that creates or suggests a HAZARD

某人或某事造成或可能造成危害

CRISIS!!!! 危机!!!!!!

- An UNSTABLE or CRUCIAL time or situation in which a decisive change is impending -- especially one with the distinct possibility of a HIGHLY UNDESIRABLE OUTCOME

指需要紧急做出重大决定的，不稳定的，或关键的时刻或情形（特别是当不被期望的结果很可能出现时）

- A situation that has reached a CRITICAL phase
指当事情出现危急时的情形

Risk Communication

风险沟通

- PARTNERSHIP and DIALOGUE of Government and industry with the public

是指政府和各行业与公众的合作与对话

- Addresses a FUNDAMENTAL DILEMMA: Risks that KILL people and risks that ALARM them are *often* completely different

风险沟通要解决一个进退两难的困境：致人死亡的危险和令人恐慌的危险常常是截然不同的。

Risk Communication

风险沟通

- The technical seriousness of a risk – the “**HAZARD**” component – can be virtually **IRRELEVANT** to public (and media) reactions

风险的技术内涵—即风险所造成的“危害”程度—可能实际上与公众（和媒体）反应毫无关系

- Public (and media) reaction instead are a reflection of the risk’s “**OUTRAGE**” COMPONENTS – such as **CONTROL, DREAD and TRUST**

公众（和媒体）反应是风险对其造成的“不满”程度（如操纵、恐惧和信任等）的反映。

Risk Communication Scenarios: “Public Relations”

风险沟通的情景：公共关系

■ **High Hazard, Low Outrage:**

风险危害高，公众不满程度低

- ❖ Need to overcome audience apathy, to communicate the high hazards or risks involved

需要克服受众的冷漠，要告知可能造成严重危害或危险

- ❖ **Barriers:** Audience inattention, audience size, media resistance, need to explain “from scratch

障碍：受众的人数，关注程度，媒体的反对，需要周详的解释

Risk Communication Scenarios: “Stakeholder Relations”:

风险沟通的情景：合伙人关系

■ *Moderate Hazard, Moderate Outrage*

中等程度的危害与公众不满情绪

- ❖ Stakeholders are usually an attentive audience – neither too apathetic or too outraged to listen

合伙人通常是事件关注者—既不冷漠也不反对

- ❖ Stakeholder Relations relies on *inter-personal dialogue*, supplemented by specialized media (newsletters and websites)

合伙人关系的维持依靠人际对话，加之专门媒体（如简报和网站）等形式的补充

Risk Communication Scenarios: “Outrage Management”

风险沟通的情景：公众不满情绪的管理

■ *Low Hazard, High Outrage*

低危害，公众不满情绪强烈

- ❖ Audience is outraged – largely at you –but the actual hazard is low

公众的反对强烈-主要是对进行事件信息发布和沟通的人不满-实际所造成的危害低

- ❖ Task is to reduce audience outrage –by listening, acknowledging, apologizing, sharing credit and control
你的任务是通过倾听、承认事实、道歉、相互建立信任途径等减低公众的反对情绪

- ❖ Main medium is “in-person” dialogue
主要沟通方式是“亲自”与公众对话

Risk Communication Scenarios: “Crisis Communication”

风险沟通的情景：危机沟通

- *High Hazard, High Outrage*
高危害，公众不满情绪强烈
- ❖ Audience is huge and very upset
受众范围广，情绪骚动不安
- ❖ Outrage is even higher than in “outrage management” – plus fear and misery
公众不满情绪比可“管理”的程度还强烈—加之恐惧和痛苦
- ❖ Danger of “denial”, “terror” or “depression” on part of the audience
“反对”、“恐怖”或“失望”的情绪
- ❖ Must help audience bear its fear and misery – and ride the crisis successfully
必须帮助公众克服恐惧和痛苦情绪—从而成功地度过危机

Key Crisis Communications Recommendations (*P. Sandman*)

对危机沟通的重要建议

- ❖ **Don't over-reassure**
不要过分做保证
- ❖ **Put reassuring information in “subordinate clauses” – with qualifiers**
对公众保证的信息要放在从句中，并加以限定词修饰
- ❖ **Err on the “alarming” side**
发布警告时可能会有误
- ❖ **Acknowledge uncertainty**
要承认有一定的不确定性
- ❖ **Share dilemmas**
指出困境
- ❖ **Acknowledge diversity of opinion**
承认意见有差异
- ❖ **Be willing to speculate, but “intelligently”**
表示愿意去做“聪明”的推测

Key Crisis Communications Recommendations (*P. Sandman*)

对危机沟通的重要建议

- ❖ Don't "over-diagnose" or "over-plan" for panic
对可能造成的恐慌不要过分“诊断”或“计划”
- ❖ Don't aim for "zero-fear"
不要指望“零恐慌”
- ❖ Don't ridicule the public's emotions
不要嘲笑公众的情绪
- ❖ Legitimize people's fears
认为人们的恐惧情绪是正当的
- ❖ Tolerate early over-reactions
容忍事件早期公众的反应过度行为
- ❖ Establish your own humanity
表现出你自己人性的一面
- ❖ Tell people what to possibly expect
告诉人们可能期待的结果
- ❖

Key Crisis Communications Recommendations (*P. Sandman*)

对危机沟通的重要建议

- ❖ Offer people things to do
告诉人们该做些什么
- ❖ Let people choose their own actions, within reason
让人们根据理性选择该做什么
- ❖ Ask more of people
向更多的人咨询
- ❖ Acknowledge mistakes, deficiencies and misbehaviour
承认错误、不足和过失行为
- ❖ Apologize for mistakes, deficiencies and misbehaviour
对出现的错误、不足和过失行为及时道歉

Key Crisis Communications Recommendations (*P. Sandman*)

对危机沟通的重要建议

- ❖ Be explicit about why your explanations may run counter to your audience's prior base of knowledge
清楚地说明你的解释与听众的基本常识有何不同
- ❖ Be explicit about changes in official opinion, prediction, or policy
清楚地说明官方意见、预测或政策的改变缘由
- ❖ Don't lie – or tell half-truths: *Trust once lost is hard to regain*
不要说谎或遮遮掩掩：信任一旦失去，就很难再恢复
- ❖ Aim for total candour and transparency
力图完全的公正和透明
- ❖ Be careful with risk comparisons
对风险的比较要非常谨慎

Risk & Crisis Communication

风险和危机沟通

Questions: 问题

- **Information Content:** What do we know about the crisis, what do we want people to know, and how do we communicate it effectively?

信息内容: 我们就危机知道些什么? 我们想让人们知道什么? 我们如何有效地将危机的信息与公众沟通?

- **Logistics/Media:** How do we actually get our content into the hands (and hopefully the minds) of our audiences?

运作/媒体: 我们如何将危机的信息内容传递给听众/观众 (期望从感性和理性方面都接受)?

Risk & Crisis Communication

风险和危机沟通

Questions: 问题

- **Audience Assessment:** Who do we need to reach? What do they think already? How should this affect what we say?
听众/观众评价：我们需要向谁了解？他们已有的想法是什么？这些想法对我们的信息有何影响？
- **Audience Involvement:** How do we make our communications meaningfully two-way? How do we keep our audiences active rather than passive?
听众/观众的参与：我们双方如何进行有意义的交流？我们如何使听众/观众保持积极参与状态，而非消极情绪？

Risk & Crisis Communication

风险和危机沟通

Questions: 问题

- **“Meta-messaging”**: All the content of crisis communications other than information content

“中介信息”: 指除信息内容外的其它所有危机沟通的内容，包括

- How reassuring to be 如何打消疑虑
- How confident to sound 如何建立坚定的信心
- How to address emotion 如何处理情感
- How to overcome our own discomfort at conveying such “non-content” messages

如何在传递“非实质内容”信息时克服我们自己的不适感

Risk & Crisis Communication

风险和危机沟通

Questions: 问题

- **Self-assessment: 自我评价**
 - How will our own values, emotions, and political problems affect our crisis communication? 我们自己的价值观、情感和政治性是如何影响危机沟通的？
 - What are we likely to get wrong? 我们可能会犯的 error 是什么？
 - What are the internal sources of resistance to getting it right, and how can we counter them? 可能导致出错的内部危险因素是什么？ 我们如何能克服这些因素？

Uncertainty: How to handle it

如何处理“不确定性”

- **Ride the Risk Communication Seesaw:**

Acknowledge uncertainty up-front before you are confronted with it.

风险沟通的处理犹如荡秋千：要在面对初始即承认不确定性的存在

- **Try to replicate in your audience your own level of uncertainty:**

Put bounds on the uncertainty. What range of possibilities is credible? Clarify that you are more certain about some things than others.

向听众/观众反复说明你能“确定”和“不确定”的水平：要对不确定性有所界限。如什么程度的可能性是可信的？要说明你对某些信息更为确定，而对某些信息不能确定。

Uncertainty: How to handle it

如何处理“不确定性”

- **Avoid explicit claims of “confidence”:** “Hopeful” is a better word for desirable outcomes that are likely but not certain.
避免声称“我们相信”之类的直率语言：最好使用“希望”这个词表达可能但还不能确定的预期结果。
- **Convert expert disagreement into “reassuring” uncertainty:**
Faking an expert consensus that isn't there is sure to backfire. Your best bet is to report everybody's risk estimates...even those of your critics.
将专家的分歧意见转化为可安抚情绪的风险“不确定性”：捏造专家意见达成一致的谎言肯定会适得其反。最好是如实向大家报告对风险的估计水平...甚至包括那些批评家们对风险的估计。

Uncertainty: How to handle it

如何处理“不确定性”

- **Make your content more tentative than your tone:** Confidently telling us you could well be wrong inspires trust -- even as it alerts us to the genuine uncertainties of the situation.

The *reverse* combination -- claiming to be sure in a tone that sounds very unsure -- is **disastrous**.

你的语气要坚定，而要说明事件内容存在着不确定性：

要充满信心地告诉大家你可能会出错，这样可以获得大家的信任——甚至当你警告大家事件存在很大的不确定性时也会赢得信任。

而相反的是，如果你用很不确定的语气告诉大家很确定的事件信息，其后果是灾难性的。

Uncertainty: How to handle it

如何处理“不确定性”

- Show your distress at having to be tentative — and acknowledge the distress of the audience
表现出你在说明事件的不确定性时也有困扰，同时对听众/观众所持的困扰表示理解
- Don't perpetuate uncertainty: Explain what you have done or are doing to reduce the uncertainty
说明如何解决不确定性：解释你们已开展的工作，或正在进行工作以查明真相。
- Don't equate uncertainty with safety — or with danger
不要将不确定性与安全性或危险性等同

Uncertainty: How to handle it

如何处理“不确定性”

- **Explain how uncertainty affects precaution-taking:** The greater the uncertainty, the more justified the precautions — not because you're sure the risk is serious, but because you're not sure it isn't.

向大家解释不确定的因素如何影响当局和公众采取预防措施的：不确定性越大，需采取的防范措施就应越合理——不是因为你确定风险很大，而是因为你无法确定风险不大。

- **Don't hide behind uncertainty:** If the risk is probably significant, despite lingering quality control problems, say so...

不要因为不确定性的存在而退避三舍：如果风险可能很大，即便有质量控制问题，也应如实说明...

Uncertainty: How to handle it

如何处理“不确定性”

- **Expect some criticism for your lack of certainty:** The only alternative is criticism for overconfidence, often from the same critics. That's worse...

预计可能由于不确定性而招致的批评：过分自信的唯一结果是遭到批评，而且经常是出自同一位批评家。这样的情形太糟糕了...

- **Don't go too far with your "attitude":** Don't come across as timid or self-deprecating – but don't come across as arrogant or overconfident either. Your aim: The middle-ground.

不要太强调你自己的“态度”：不要表现得羞怯或自我藐视，当然也不要表现出自大或过于自信。你的目标是：走中庸之道。

Risk Communication and Bird Flu: A Slow Start

风险沟通与禽流感：一个慢启动

- **Hong Kong, 1997:** A short-lived alarm
香港，1997年：短暂的警报
- **Netherlands, early 2003:** Obscured by SARS
荷兰，2003年初：遭遇“非典”的影响
- **Vietnam, late 2003:** Initially limited coverage regionally, largely ignored by much of the world
越南，2003年底：开始仅限于部分地区，并未引起世界其它地区的重视。

Risk Communication and Bird Flu: Early 2004 – The Story Heats Up

风险沟通与禽流感：2004年初—事态开始升温

- Human cases surface in Vietnam and Thailand –
Outbreaks in poultry burst into the open in China
越南、泰国出现人感染禽流感病例—家禽中禽流感疫情
暴发，进入中国
- Governments seek to downplay the story, to varying
degrees
各政府对事态的重视程度不同
- WHO sounds the alarm – the media pick up the story,
but most of the interest remains largely regional
WHO发布警告—媒体挖掘事态信息，但大多关注点仅限于
该地区内

Risk Communication and Bird Flu: “High Hazard, Low Outrage”

风险沟通与禽流感：
“危害高，公众不满情绪低”

- WHO and other agencies continue to stress the risks all through 2004
2004年，WHO和其它组织继续强调禽流感爆发的风险
- Governments insist “the situation remains under control” even as they step up efforts to combat outbreaks
各政府坚持“事态仍在控制之中”，甚至在进一步加强防疫措施的同时也如此宣传
- Reports of human cases dwindle, even as H5N1 crosses the species barrier
人感染禽流感病例报告不断减少，甚至当H5N1进行跨种间传播时亦是如此
- The media gradually begin to lose interest
媒体逐渐开始失去兴趣

Risk Communication and Bird Flu: 2005: A New Chapter

风险沟通与禽流感：2005年，一个新里程

- Human cases reported anew, and in “new countries” – suggestions of higher transmissibility, lower mortality – is the virus changing rapidly?

人感染禽流感病毒报告不断更新，并出现在从未发生过禽流感疫情的国家—提示高传播性，低死亡率—病毒真的变化如此之快吗？

- The “numbers game” escalates – How many will die in a possible pandemic?

“数字游戏（大流行中受累人数预测）”不断升级—究竟有多少人会死于可能的流感大流行？

- Suddenly, bird flu is “sexy” again

突然，禽流感又变得“神秘而性感”了

Risk Communication and Bird Flu: A Snowball Effect?

风险沟通与禽流感：滚雪球效应？

- WHO (and other agencies) have been pushing “the rock up the hill” for more than two years

WHO和其它组织两年多已将“岩石推至山顶”了

- “The rock”, having reached the top, begins rolling downhill – gaining mass, gathering momentum, and turning into a “snowball”

“岩石”已到山颠，开始沿山滚下—积聚更大质量和动能，变成了一个“雪球”

- Of course, there are more hills ahead.. And the “snowball” may melt into a “rock” once again...

当然，前面还有更多的山...“雪球”可能会再次融化为“岩石”..

Risk Communication and Bird Flu: A Snowball Effect?

风险沟通与禽流感：滚雪球效应？

- But still, let's celebrate the “snowball”. Why? Well, because...
但我们还要庆祝这个“雪球”的形成。为什么呢？因为：
- ❖ In precaution advocacy, it's best to strike while the iron is hot...
从预防角度来说，最好趁热打铁...
- ❖ Even though this moment may not last too long, if a pandemic doesn't happen soon, the world is now more aware of the hazards than ever before...

这个时期也许不会持久，但是，即使大流行短期内不会出现，全球对大流行危害的警惕性也比以往更高了...

Risk Communication and Bird Flu: What now?

风险沟通和禽流感：现在该做什么？

- Be patient and teach the “newcomers”
有耐心，培训“新人（不太了解禽流感的人们）”
- Watch out for the audience’s adjustment reaction – and the authorities’ adjustment reaction
密切关注受众的调适反应，和当局的调适反应
- Focus less on the magic of a pharmaceutical “fix” (Tamiflu, vaccines)
不要太注重药物解决方案的魔力（如达菲和疫苗等）
- Focus more on the worst case scenarios
重点处理最坏的情形
- Focus more on non-medical preparedness
重点进行非医疗性的准备工作

Risk Communication and Bird Flu: What now?

风险沟通和禽流感：现在该做什么？

- Focus more on non-governmental and local preparedness
重点进行非政府性和地方性的准备
- Focus more on worldwide preparedness
重点进行全球性的准备
- Stress the “pan” in “pandemic”
强调“大流行”是“全球范围内”的流行
- Stress the “pre” – and the “maybes” – in pandemic precaution and preparedness
强调大流行预警和准备过程中要“提前准备”，而且大流行的“可能性”

Risk Communication and Bird Flu: Summary

风险沟通和禽流感：总结

- A severe H5N1 influenza pandemic might — or might not — happen. *“We don’t know what we don’t know.”*
一场严重的H5N1流感大流行可能发生，也可能不会发生。“对于未知的事，我们无从知晓。”
- We hope it won’t.
我们希望大流行不会到来。
- We need to get better prepared, now, in case it does.
我们必须现在就做好足够的准备，以防大流行的发生。
- That’s *not* a mixed message. **IT’S THE RIGHT MESSAGE.**
以上信息并不混杂，而是正确的信息。

THANK YOU

谢谢