



health

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## **E.G. & USHER COMMUNICATION STRATEGY BY SABELO NCWANE PRO**

### **BACKGROUND**

- ◆ The office of the Public Relations Officer must ensure that clients and staff speak with a shared voice to deliver comprehensive message.
- ◆ The development of this communication strategy is informed by constant breakdown of communication between staff and management, between the institution and its clients. This document will try and address what has been a missing link, **“TWO WAY COMMUNICATION”**

### **OBJECTIVES**

- ◆ To establish an effective communication between the Hospital Management and Staff, hospital and the community.
- ◆ Create a channel of service delivery that is responsive to the community needs/challenges.
- ◆ Strengthen internal communication.
- ◆ Strengthen external communication.
- ◆ To promote capacity building of staff to better the service delivery.
- ◆ To promote intergovernmental Relations.
- ◆ To strengthen stakeholders relations.
- ◆ To give comprehensive message about hospital programmes.

### **TARGET AUDIENCE**

- ◆ Internal Stakeholders e.g. staff, labour committees, management committees.
- ◆ External Stakeholders e.g. clients, community, NGOs, other departments, local government, traditional leaders, Media, Taxi associations, Church Groups.

## **COMMUNICATION CHANNELS AND PROTOCOL**

### ◆ **INTERNAL COMMUNICATION**

#### ◆ **TOP MANAGEMENT COMMITTEE**

- ◆ The Management Structure comprises of the CEO, Medical Manager, Nursing Manager, Finance and Systems Manager, Human Resource Manager. The Public Relations Officer sits as an additional member.
- ◆ All issues emanating from all departments are discussed at that level.
- ◆ All strategic decisions are taken by this committee and are communicated by the components managers to their respective components.
- ◆ The components managers are to report back from this committee.
- ◆ The CEO chairs this committee. This committee leads the institution and provides direction, innovate and manage risk.



***TOP MANGEMENT SHOULD LEAD EVEN IN DIFFICULT TIMES***

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## EXTENDED MANAGEMENT COMMITTEE

- ◆ This committee sits once per months to discuss all operational issues.
- ◆ All components managers and supervisors forms part of this committee. The CEO is also the chairperson of this committee.
- ◆ The aim of this committee is to look at all operational issues coming from departmental meetings.
- ◆ In short this committee must encourage departmental or unit meetings and minutes must be made available to the CEO for monitoring purposes.
- ◆ The existence of this committee prevents the top down approach and allows consultative approach.

## CIRCULARS AND CORRESPONDENCES

- ◆ CEO should sign all correspondences from her component.
- ◆ She must also endorse all policies of the institution.
- ◆ Component Managers should sign all correspondences and circulars to prevent duplicated messages.
- ◆ The circulars/correspondences are only valid when bearing the above signatures.

## INSTITUTIONAL MANAGEMENT AND LABOUR COMMITTEE.(IMLC)

- ◆ This committee sits on quarterly basis and looks at all labour aspects and try to resolve issues between staff and management. Neutral chairperson is appointed to chair this committee.
- ◆ Labour committee comprises of recognized unions within the institution communicates all work experiences from the staff to the management.
- ◆ If manage effective this committee can create harmonious relationship between management and staff.

## STAFF IMBIZO/MANAGEMENT RALLIES

- ◆ Most Managers avoid making contact with all levels of employees however most organizations have managed to turn things around using this method of communication.
- ◆ ***“At Prince Mshiyeni Memorial the management has introduced what they call Staff ‘Imbizo’ which has been held twice, in July 2010 and in February 2011, and will henceforth be conducted quarterly” Dr S. Dhlomo KZN Health MEC in his EXECUTIVE STATEMENT TO THE LEGISLATURE(09 June 2011)***

- ◆ Institutional Management will hold management rallies with different departments and with all staff and get to interact and together map up Most Managers avoid making contact with all levels of employees however most organizations have managed to turn things around using this method of communication.

## EXTERNAL COMMUNICATION

### MEDIA RELATIONS

- ◆ Media is not a “loudhailer” or vultures waiting to disseminate negative news.
- ◆ Media wants more contact with senior management of the institution.
- ◆ All media enquiries directed to the hospital goes through the Public Relations Office, then to the CEO. The response also follows the same way.
- ◆ PRO is designated to address all media queries and also issue press statement/pro-active statements.
- ◆ Press conference is also a responsibility of the PRO if there is a need for it.
- ◆ The CEO plays an oversight role in all media queries.

## COMPLAINTS MANAGEMENT External)

- ◆ Principle No.7 of Batho Pele Principle allows the citizens to complain if the promised standard is not met. This right is also mandated by the constitution of the RSA.
- ◆ The complaint is acknowledged within 72 hours after it has been received. It is acknowledged verbally, telephonically or most preferable in writing.
- ◆ All complaints are taken by PRO to the Complaints Committee that comprises of Hospital Manager, Medical Manager, Nursing Manager, Finance and Systems Manager, Human Resources Manager.
- ◆ The updated complaints register should be in place to record all complaints.
- ◆ The complainant is updated on all proceedings
- ◆ Balanced facts (both parties) are a main priority to avoid staff exploitation.
- ◆ Complaints analysis should be done and identified all wards/sections that have more complaints and assist them.

## CONSULTATION WITH COMMUNITY

- ◆ *“This administration will insist on putting people first in service delivery. We will ensure courteous and efficient service from front-counter staff in the provision of services in all government departments” President Jacob Zuma in his State of the Nation Address, 3 June 2009.*
- ◆ The above quote clarify the fact **“People must decide”** and we should not decide for them.

- ◆ Hospital must go the people “**IMBIZO**” at least once in a financial year to get people’s view on the hospital.

### **GOVERNANCE**

- ◆ To promote corporate governance the institution should have structures like Hospital Board, Clinic Committees for interaction with community.
- ◆ These committees must be established according to the KZNDOH Terms of Reference and properly screening.
- ◆ Different professions/categories should form the board.

### **INTERGOVERNMENTAL RELATIONS**

- ◆ Government Departments are mandated to work together to prevent duplication of service. ***INTERGOVERNMENTAL RELATIONS FRAMEWORK ACT, 2005***
- ◆ Participation in IGR forums like LCF, DCF, Municipality IDP and Budget Road shows, Stakeholders meetings **IS VERY IMPORTANT.**
- ◆ This is a broad consultation approach that can benefit the hospital in terms of getting their views across while using these forums to report their progress and programme of action to the community.

### **CRISIS COMMUNICATIONS/DISASTER**

- ◆ The fact is, in a crisis, good communication to the public is a necessity, not a luxury.
- ◆ The institution needs a fully functional disaster management Team/Committee.
- ◆ This committee will help the institution during crisis to communicate and come up with a speedy solution to any catastrophe.
- ◆ It must be noted that disaster happens anywhere, anytime and good communication is extremely important in case of the disaster.
- ◆ There should be one communication centre to communicate messages to prevent mixed messages and duplicated messages.
- ◆ Roles must be clearly and precisely defined for every team member and the members must be taught how to react if crisis happened.

### **INFORMATIVE COMMUNICATION**

- ◆ Good Communication produces informed community and staff
- ◆ Strengthening Health Education in clinics, within the staff is vital.
- ◆ A Health Calendar of events is available on departmental webpage to give the guidance.
- ◆ Communicating campaign like STI, Condom Week, Health Lifestyle, and Breast Feeding etc can contribute in one of DOH ambition of increasing life expectancy and reduction of HIV AIDS.

- ◆ All Operational Managers to be trained on complaint handling, grievance procedure.
- ◆ Cultural diversity should form part of education to unify the staff.
- ◆ Staff and Community exercises be encouraged for better interacting with patients.
- ◆ Provision of entertainment is also a vital communication\_tool.



Hospital trainer C. Marais after training of Security personnel on Patient Triaging.



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Ms Sunduzwayo & Ms N. Majola(PHC) playing uqgabhu with learners at New Market Primary School.



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**CULTURAL DIVERSITY**

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**MENTAL AWARENESS CAMPAIGN IN 2007**



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## Recreation & entertainment

### **COMMUNICATION TOOLS**

- ◆ INTERNAL COMMUNICATION
- ◆ *NOTICE BOARDS, MEETINGS, MEMORANDUMS, CIRCULARS, ONE ON ONE WITH STAFF, GRAPEVINES, INTERDEPARTMENTAL MEETINGS, SIGNAGE AND CORPORATE BRANDING, COMMITTEES.*
  
- ◆ EXTERNAL COMMUNICATION
- ◆ *MEDIA, IGR FORUMS, IMBIZO, HOSPITAL BOARD, CLINIC COMMITTEES, INTRANET, COMPLAINTS AND COMPLIMENTS, SIGNAGE.*

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## **OWNERSHIP**

- ◆ As the hospital Accounting Officer, the CEO will be the owner of this document and will oversee the implementation of it.
- ◆ All Departments should have the copy of it.
- ◆ It should be made available to the public.
- ◆ It should be reviewed annually with the next review be the 1st of July 2012
- ◆ It be presented to management and extended management meeting before adopted.

COMPILED BY

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**Sabelo Ncwane**  
**Public Relations Officer**

Adopted by Management Committee

**Original signed by CEO**  
**N.C. Thekiso**  
**CEO**