

The European Union's Program for Ukraine  
Support in addressing social consequences of transition

## Support to Secondary Health Care Reform

Project EuropeAid/123236/C/SER/UA

## *Communication and Information Strategy*

*January 2008*



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## 1 Concept

The implementation of any reform implies changes that may be either accepted or rejected by various target groups within society. Reforms intend to cause various population groups to change their approach, their outlook and their behavior. This is not an immediate process – therefore, additional effort aimed at creating an understanding of the proposed changes is required. Consequently, good and well planned informational activity must be carried out if the reform implementation is to prove successful.

Healthcare reforms are always widely discussed among government officials, healthcare professionals and general public. According to international experience, the success of a healthcare reform hinges in many ways on its essence being explained in the right way and at the right time, that is, on informational activities.

To draw up an effective communications strategy for promoting positive changes in the health care system in Ukraine, it is necessary first to define realistic objectives, the most important core messages to communicate, and the key target groups to receive information.

Before any information and communication activity can be planned, it is necessary to analyze the knowledge and the needs of these different target groups – what are their current levels of knowledge of and attitudes to reforms in healthcare? What information do they need?

Those with the most direct contact with the public – health sector staff and community leaders – must be involved as much as possible in communicating with the public and be trained accordingly.

A working group of the public relations officers and relevant experts of the main ministries, health institutions and other organizations involved should be given the leading role in communication regarding health promotion.

The team will secure written and visual identity of the EU in all project documents, publications, business cards and public events. The Communication and Visibility Manual for EU External Actions will be the basis for securing the EU visibility ([http://ec.europa.eu/europeaid/work/visibility/documents/communication\\_and\\_visibility\\_manual\\_en.pdf](http://ec.europa.eu/europeaid/work/visibility/documents/communication_and_visibility_manual_en.pdf)).

### 1.1 The overall objective

The general objective of the communication and information strategy of the EU funded Project “Support to Secondary Healthcare Reform” is: *to provide informational support for implementation of secondary healthcare reform project in Ukraine*



## 1.2 Specific tasks

Specific tasks of the public awareness campaign are:

- to disseminate information on project activity and its results;
- to inform public on possible improvements and changes in the health care provision;
- to increase awareness of the government officials relevant to the health sector at all levels; executive managers of secondary healthcare institutions; mass media representatives on the proposed options to improve the situation in provision of the health care in Ukraine.

## 1.3 Target groups:

The different target groups need to receive information, and they each have different levels and types of information required – not different messages, but different aspects presented in different ways. Broadly speaking, these target groups can be broken down into four categories:

### *i. Government officials relevant to the health sector at all levels*

This group includes the staff of the Ministry of Health and other relevant ministries, agencies, and any others directly involved in management of health care, members of Parliament, Government and civil servants, international organizations.

### *ii. Executive managers of secondary healthcare institutions – managers of hospitals and polyclinics.*

Those with the most direct contact with the public – health sector staff and community leaders – must also be involved as much as possible in communicating with the public and be trained accordingly.

### *iii. Mass media representatives – journalists of national, oblast and rayon's periodicals which highlight healthcare reform issues.*

Mass media involved into coverage of healthcare issues should be given the leading role in communication regarding health promotion. The journalists should understand their role and responsibility in spreading information to different target groups and the public; TV, radio and press journalists should understand the influence they can have in generating a positive attitude and attitude towards health protection and health care.

### *iv. General public - the entire population who receives health services.*

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These four broad categories will require specific information about certain aspects of the changes in health care system in Ukraine, and support in changing their attitudes towards health care reform.

The communication and information strategy is based on the tasks determined in ToR and data collected during the inception period and includes a series of communication and information activities proper to actual Project tasks.

The communication activities will be focused on raising the awareness and information level of target groups concerning the secondary healthcare reform priorities as:

- the overall objective of the Project
- legal and regulative aspects of reforming the secondary healthcare system in Ukraine
- improving planning and organization in secondary healthcare
- the importance of IT in planning and monitoring the secondary healthcare system functioning; what is required of these technologies
- the role of investment planning and human resources planning in boosting quality and efficiency in secondary healthcare
- differentiating among the functions and obligations of the primary, secondary and tertiary healthcare
- comparative profiles of various fiscal and administrative secondary healthcare models; general healthcare reform trends in Europe
- the rights and obligations of patients within the secondary healthcare system

However, the strategy will prove flexibility in order to respond to other health reform priorities that can be identified by Ministry of Health during the project implementation (mandatory health insurance, patient's rights and obligations and health protection as individual responsibility, healthy life style, etc).

The Project will conduct certain activities at a national level, including production and distribution of a Project Newsletter, maintenance of an up-to-date website ([www.eu-shc.com.ua](http://www.eu-shc.com.ua)) and providing training and regular information for journalists on changes in the health care system, rights and obligations of the patients, rights and obligations of the medical personnel.

#### **1.4 Messages**

The content of messages will be carefully worked out and will depend on the target group and the communication channels. For the professionals involved in day-to-day work in health



sector, the content will be factual and informative; for general public it will stimulate thinking and form appropriate understanding. All message, should ensure possible introduction of appropriate educational contents.

Thus the key messages of communication and information strategy within the EU funded project "Support to Secondary healthcare Reform" are the following:

- ✓ The project is assisting with developing ways for the pilot regions to have higher quality hospital care in more effective way for their local populations, through exploring different practical options based on recent EU initiatives;
- ✓ The project is assisting with developing recommendations to the Ministry of Health for a national strategy for improving the quality and affordability of secondary healthcare services as a whole in the long term;
- ✓ The project is assisting with developing the skills and capacity of health care managers and other stakeholders to work in new circumstances in the changing requirements of a "21st century" health service.

### **1.5 Communication channels**

The appropriate information will be delivered to target groups through different communication channels:

- **Project events** - round tables, seminars, conferences organized or supported by the project are important opportunities to disseminate project achievements and will be used throughout the project duration as a key communication channel;
- **Project reports** (the regular project Progress Reports which detail all completed activities and project progress are to be delivered to MOH);
- **Quarterly Project Newsletters** - production and distribution of a Project Newsletters to all counterparts, relevant ministries and health institutions, opinion-formers, NGOs and others involved in health promotion to update them about project activities;
- **Web site** - is the communication channel where one will find the most detailed information concerning the project. The purpose of the web site is to facilitate communication between project and all those requiring information on the project;
- **Printed production** (booklets, brochures, posters, etc) will be developed to disseminate an information concerning the project proposals;

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## Concept

- **Mass media coverage** - will deliver information on project proposals to different target groups. The journalists which highlight project activity and relevant issues will form an information group of project partners;
- **Project experts** - will participate in project events and provide target audience with information on secondary healthcare reform issues as well as about project activity. They will be a source of information for mass media as well.
- **NGO's** - as project partners will assist to disseminate information on the project with their own means during joint events. NGO's can also involve project experts to work with general public on patient's rights and obligations.

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## 2 Communication and information work with key target groups

The communication and information strategy has to be implemented through work with every one of above target groups as well as through concrete measures and events.

The Strategy includes a wide range of measures and means to reach the key target groups through informational campaigns, presentations, training, round tables, press tours, dissemination of printed production, mass media materials, development of web site, etc.

A combination of cooperation with mass media, information material and communication activities will help to gain the main objection of communication and information strategy.

### 2.1 Government officials relevant to the health sector at all levels

#### 2.1.1 Aims

- to draw attention of government officials to the secondary healthcare reform issue;
- to disseminate project proposals;
- to present project achievements in the pilot regions for their further dissemination.

#### 2.1.2 The information to be conveyed

- comparative profiles of various fiscal and administrative secondary healthcare models; general healthcare reform trends in Europe;
- legal and regulative aspects of reforming the secondary healthcare system in Ukraine;
- improving planning and organization in secondary healthcare;
- the importance of IT in planning and monitoring the secondary healthcare system functioning; what is required of these technologies;
- the role of investment planning and human resources planning in boosting quality and efficiency in secondary healthcare.

#### 2.1.3 Communication channels

- Project Synthesis Report
- reports to MOH and regions
- press releases on special events
- press conferences with participation of the decision makers

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## Communication and information work with key target groups

- National Conferences (Mid Term and Final)
- discussion clubs, round tables, conferences, seminars
- project web page
- Quarterly Project Newsletters

### 2.1.4 Activities to Reach Target Group

#### till August 2008:

- Patient satisfaction and Staff Satisfaction Survey;
- information and communication needs assessment (is to be done during the meetings with government officials with the purpose to find out what information and communication needs do they have and what the help do they expect to gain from the project. Information needs assessment will help to form further PR work with this target group);
- project presentation to interested ministries (Ministry of Labor and Social Policy, etc.);
- project presentation to international organizations/projects which activity is relevant to project tasks (World Bank, WHO);
- project presentation to interested local NGO's which cooperate with governmental structures and have influence at decision making process;
- development and filling of project web page;
- Quarterly Project Newsletter #1 and #2;
- Involve the representatives of governmental structures to project events (discussion clubs, round tables, conferences, etc.)
- holding the first informational campaign in May-June and assessment of its result
- plan of PR work for February-August 2008

#### till the end of the project:

- publish Quarterly Project Newsletters
- permanent dissemination of information on project realization, best international practices (through mass media, project web page, web pages of EU Delegation, MOH, printed materials)

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## Communication and information work with key target groups

- involvement representatives of governmental structures to project events (discussion clubs, round tables, conferences, etc., interviews with governmental officials in mass media)
- special trainings on communication skills development for representatives of governmental structures in pilots
- involvement of MOH press service and pilot oblast's press-services and information departments to dissemination of information on project and relevant issues
- holding the informational campaigns (2-3) with participation of governmental officials in project events; evaluation of results of informational campaigns
- production of informational brochure with kea recommendations for government officials MOH on informational strategy development in secondary healthcare

## 2.2 Healthcare managers and medical workers

### 2.2.1 Aim

*The aim of the information campaign is to increase awareness and to form positive perception of healthcare managers and medical workers to secondary healthcare reform*

As a rule health care staff shows a pretty passive role in the communication process in the health field. Health specialists should become more pro-active in communicating the reform messages. They need a better understanding of what the reform includes and of the fact that a change in the health field is needed, thus improving their conditions (retribution, working conditions, etc.). They shall also be aware of their role in informing population and in obtaining the audience support in the advantage of health reform. Healthcare managers and medical workers should have the function of health reform promoters.

### 2.2.2 Key messages

- develop options for the pilot regions to have higher quality hospital care in more effective ways for their local populations, through exploring different practical options
- present the recommendations to the MoH for a national strategy for improving the quality and affordability of SHC services as a whole in the long term
- develop skills and capacity of health care managers and other stakeholders to work in new circumstances in the changing requirements of a "21st century" health service.

### 2.2.3 The information to be conveyed:

- the legal and regulative aspects of the reform;

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## Communication and information work with key target groups

- differentiating among the functions and obligations of the primary, secondary and tertiary healthcare;
- investment planning;
- recent trends in management of healthcare institutions;
- recent trends in organizational and human resources development;
- the secondary healthcare monitoring system;
- IT use in provision of safe medical services.

### 2.2.4 Communication channels:

- project experts during visits to hospitals and other medical institutions;
- round tables, conferences, seminars;
- project web page;
- Quarterly Project Newsletters
- press releases on special events
- press conferences with participation of the decision makers
- mass media events;
- printed materials;

### 2.2.5 Activities to Reach Target Group

till August 2008:

- information needs assessment (is to be made during personal meeting with healthcare managers and medical workers. Information needs assessment will help to form further PR work);
- holding round tables between representatives of the target group and mass media representatives and assessment of its effectiveness;
- participation of medical workers in presentations, meetings, discussion clubs and other project events;
- organization of interviews with medical workers in national and regional mass media;

till the end of the project

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## Communication and information work with key target groups

- involvement of MoH press service and pilot oblast's press-services and informational departments to dissemination of information on project and relevant issues;
- dissemination of information on project implementation, its achievements, best international practices through mass media, informational materials, project web page, through the Quarterly Project Newsletters;
- participation of medical workers in presentations, meetings, discussion clubs;
- special trainings on communication skills development for managers of healthcare institutions;
- holding the informational campaigns (2-3) with participation of medical workers in project events;
- personal meetings with healthcare managers and medical workers;
- production and dissemination (in particular in Pilot regions) of printed materials on recent trends in secondary healthcare reform in EU, patient rights and obligations, quality management, patient safety etc (leaflets, posters, etc).
- involvement of healthcare managers in interview in press, radio, TV.

### 2.2.6 Key Outputs

- project web site with project experience and recommendations
- Project Quarterly Newsletters
- articles and recordings of the round tables and mass media campaigns
- printed materials

## 2.3 Mass media

### 2.3.1 Aim

The aims here are:

- *to increase awareness of journalists on secondary healthcare reform issues*
- *to stimulate mass media to active coverage of project activities*
- *to work with journalist on presentation of the reform issues and risks for reform to wider public*

A working group of the public relations officers and relevant experts of the main ministries, health institutions and other organizations involved should be given the leading role in communication regarding formulation of the public opinion for the need to improve the health

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## Communication and information work with key target groups

care provision and connected structural changes. The press should understand its role in spreading correct and constant information to the public; it's the press that can formulate and generate debates on social problems for the benefit of the public; journalists should understand the influence they can have in generating a positive attitude and attitude towards reform process and responsibilities of the medical profession to deliver professional, safe and quality service.

The specialized media, particularly newspapers and magazines, can also be effective ways to communicate with certain groups of the professional public or interest groups. For health issues, certain publications will also be targeted at particular groups of the public who should be interested in information about particular subjects.

Coverage of such issues as legal and regulative aspects of reforming the secondary healthcare system in Ukraine, planning and organization in secondary healthcare, etc., requires from journalists ability to understand these issues themselves in order to turn them into clear and simple information for their readers and audiences. It is therefore vital that training programs for journalists (along with other opinion-formers) precede programs of public and media activities: such training is envisaged in planned activities as round tables and press club meetings for central and regional mass media.

### 2.3.2 The information to be conveyed:

- the overall objectives of the project;
- the legal and regulative aspects of the reform;
- comparative profiles of various fiscal and administrative secondary healthcare models; general healthcare reform trends in Europe;
- the essence of the innovations in the pilot regions;
- the rights and obligations of patients within the secondary healthcare system;
- responsibilities of medical staff to provide qualified service;
- the importance of modern technologies in provision of the health services.

### 2.3.3 Communication channels:

- project experts
- round tables, conferences, seminars
- project web page
- printed production
- Project Quarterly Newsletters

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## Communication and information work with key target groups

### 2.3.4 Activities To Reach Target Group

till August 2008

- involvement of MOH press service, pilot oblast's press-services and informational departments to dissemination of information on project and relevant issues;
- questioning of journalists on their awareness on healthcare reform issues (during individual meetings and project events);
- establishments contacts with journalists of national and regional newspapers;
- systematic distribution of the information on project activity and secondary healthcare reform issues to mass media representatives;
- search of informational partners (national level and pilots);
- organization of the National Press Club meeting on health reform issues;
- creation the group of informational project partners at national and regional levels;

till the end of the project

- constant distribution to mass media (national/regional) with information on project activity, best international practices through project web page, distribution of press-releases;
- involvement of journalists to highlighting the work of conferences, seminars, other project events;
- personal meetings with journalists;
- meetings (3-5) of informational partners for planning and coordination of media campaigns;
- round tables (1-2) for national journalists on secondary healthcare issues at national level;
- round tables (1-2) for regional journalists on secondary healthcare issues at regional level;
- press-conferences, organized as a part of national/regional seminars;
- establishment of the special rubrics on health reform in national and regional mass media;
- competition for journalists for best coverage of secondary healthcare reforming issues;
- organization of press-tour to pilot regions;

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## Communication and information work with key target groups

- production of informational brochure with recommendations for journalists how to cover health reform issues;
- regular monitoring of mass media materials on health reforming issues, in particular issues related to project activity;
- holding the information campaigns (2-3) and assessment of its effectiveness;
- creation a package of information materials (printed articles, video records, project informational materials are to be delivered to MOH when the project finishes its activity in December 2009);

### 2.3.5 Key Outputs:

- information brochure with recommendations for journalists how to cover health reform issues with glossary of terminology on secondary healthcare
- Quarterly Newsletters

## 2.4 General public

### 2.4.1 Aim

The aims are to increase awareness of general public on secondary healthcare reform issues (innovations proposed by project) and to involve people to discussion of secondary healthcare reform

The information work with general public is to be implemented both at 3 levels: national, oblast and rayons. It is important that general public was widely and appropriately informed about project activity and its tasks. The public needs education supported by information – population needs to know where to look for correct information.

Project will assist the governmental and non-governmental organizations in their work with general public on the proposed changes in structure and organisation of the health care services deliver, structural shortcuts in existing situation leading to poor quality of health services, promotion of healthy life style, patient's rights and obligations, rights and obligations of the medical personnel though different communication means as presentations of experts, dissemination of printed production, etc.

To disseminate information on project activities we need to enlist the support of different NGO's at national and pilot levels. Project will actively participate in different event organized either by interested NGO's or jointly with project.

Printed production as posters, calendars, leaflet will also inform public about core of all innovations.

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## Communication and information work with key target groups

### 2.4.2 The information to be conveyed

- the overall objectives of the project;
- the essence of the innovations in the pilot regions;
- the economic efficiency of the models offered by the Project;
- the rights of patients within the secondary healthcare system;

### 2.4.3 Communication channels

- public events (Europe Day, Day of medical worker, etc);
- mass media;
- medical staff of pilot regions;
- printed production;

### 2.4.4 Activities to reach target group

till August 2008

- provide general public through mass media, project events with information on aim and tasks of the project; advantages of financial-administrative models developed by project;
- identify NGOs which might be involved in public awareness campaigns in pilot regions;
- conduct patient satisfaction survey and based on the results design the awareness campaign for both professionals public;
- search of informational partners to provide wide informing of general public (both national level and pilots);
- investigation of opportunities in pilots for cooperation with non-governmental organizations which work with general public;

till the end of the project:

- permanent dissemination of information about project activity through mass media (national, regional, rayon);
- production and dissemination (in particular in Pilot regions) of printed materials on secondary healthcare reform issues (leaflets, posters, etc) which will popularly explain to general public the core and advantages of proposed by project innovations as well as promote healthy life style, etc.;

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## Communication and information work with key target groups

- involvement of representatives of national and regional non-governmental organizations to the process of informing population about advantages of proposed by project models (joint holding of discussion clubs, round tables, conferences, etc.);
- use different public events for dissemination of information on project;
- placing the information boards in hall of pilot hospitals which will provide population with information on project activities, proposed models. Such boards can include a “box” for patients responses what will support the dialog between the project and general public;
- holding the information campaigns (2-3) and assessment of its effectiveness;
- organize end of project patient satisfaction survey which will enable to highlight how the proposed changes improved patient satisfaction; alternatively evaluate why proposed recommendations did not influence the patient satisfaction;

### 2.4.5 Key output

- printed information materials;
- reports on the patient satisfaction survey at the beginning and the end of the project;
- records of mass-media events and sample of articles published for general public.

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### 3 Effectiveness measurement

Measurement and evaluation of the effectiveness of all communication and information activities will be crucial to the success of its implementation. Collecting regular and consistent M&E data will allow to track activities, numbers reached, responses of target groups, and results of implementation of the communications strategy.

Key indicators for communications activities effectiveness may include the following:

#### 3.1 Effectiveness Indicators:

- i. Which target groups were reached by the event/activity;
- ii. What follow-up actions were reported by event participants;
- iii. Total quantity of media coverage (number of articles, interviews on TV and Radio, online materials);
- iv. Place of article in the newspaper/magazine, rating of the periodical; time of TV/radio program broadcasting;
- v. Quantity of visits on web site;
- vi. Staff feedback on communication skills training;
- vii. What printed material were distributed during the event.

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