



# Kenya Medical Association

*Championing the Welfare of Doctors and Quality Healthcare in Kenya*

---

## **COMMUNICATIONS POLICY & GUIDELINES**

### **Published by;**

Kenya Medical Association  
KMA Center, 4th Floor Chyulu, Upper Hill  
P.O Box 48502 – 00100 Nairobi, Kenya  
+254 722 275 695 | [nec@kma.co.ke](mailto:nec@kma.co.ke) | [www.kma.co.ke](http://www.kma.co.ke)

## **ACKNOWLEDGEMENTS**

KMA acknowledges the dedication of its Policy, Advocacy, Legal and Communications Committee members for their contribution towards the development of this guideline and for the coordination by Dr. Rowena Njeri, Dr. Phyllys Awour and Dr. Rabera Kenyanya.

## **VISION AND MISSION**

### **Our Vision**

To be Leaders in engaging Medical Practitioners and Voice for provision of highest standards of Healthcare in Kenya and beyond

### **Our Mission**

Championing for the welfare of Doctors and Quality Healthcare in Kenya

### **Our Objectives**

- To promote the practice of medicine in Kenya
- To uphold high standards of medical ethics and conduct
- To advise the Government, other medical bodies and the general public on matters related to health
- To promote the welfare of doctors
- To maintain the honor and interests of the medical profession
- To support Continuing Professional Development (CPD) through periodic publications, seminars and scientific conferences
- To liaise with other medical associations around the world

## **FOREWORD**

The Kenya Medical Association, a thought leader in healthcare, seeks to communicate to all its internal and external stakeholders through collecting, interpreting, and above all communicating information related to the welfare of doctors and quality healthcare.

At the very heart of its mandate and strategic positioning, the KMA looks to solidify its presence in policy-making spaces and further advocate for improved welfare for its members through effective and credible communication modes.

As healthcare practice evolves across the globe, bringing about unique perspectives and challenges, there is an increasing number of KMA members and stakeholders with minimal or no access to credible information. The challenge to KMA, therefore, is to ensure that its information and corporate messages reach its intended audience and stakeholders using established and novel communication tools and technologies in the most cost-effective way.

To address this, KMA has developed its first Communication Policy, a timely intervention to manage KMA's diverse communication requirements. This is a result of a long and intensive process of consultation.

This policy seeks to create a communication culture, based on a shared foundation of knowledge in which internal and external stakeholders become informed on welfare and public health matters

.

Communication inevitably shapes the public profile of KMA and I am confident that this policy will create a supportive, proactive environment, firmly establishing KMA's credibility as a responsive organization and effectively relaying its mission as the champion for the welfare of Doctors and Quality Healthcare in Kenya

KMA CEO

## **TABLE OF CONTENTS**

## **ABBREVIATIONS**

## **1.0 INTRODUCTION**

### **1.1 BACKGROUND**

The Kenya Medical Association (KMA) was founded in 1968 and incorporated in 1973 under the Company's Act Cap 486 as a company limited by guarantee. Its mandate was originally concentrated on the welfare of doctors as well as safeguarding professionalism and quality of healthcare. Over the years though, the Association has grown in stature and scope into a high-profile player and partner in many sectors of national development, at policy level as well as in operation of services directly and indirectly related to health.

The Kenya Medical Association as the voice of the medical profession in Kenya interacts with media and other stakeholders to have different health and related conversations and it is in this backdrop that KMA adopts this policy document. KMA Communication Policy aims to provide stakeholders with timely, accurate, clear, objective and complete information about information flow, communication channels, feedback mechanisms and crisis communication management.

### **1.2 PURPOSE**

The purpose of this policy is to ensure that communication across the Association is consistent, well-coordinated, effectively managed, and responsive to the diverse information needs of the public. It is aimed at fostering effective internal and external communication among KMA members, and other stakeholders. It is expected that the document will enable the Association to communicate effectively to realize its vision, mission and mandate.

### **1.3 SCOPE**

This Policy applies to the communication efforts of KMA members countrywide. In addition, the Policy also guides on recommended methods for corporate communication, within the Association including;

- I. Written communication such as policy statements, expert opinions, resolutions, declarations, advertisements, press releases, speeches, correspondence, conference and exhibitions calls, website, email, notices, social media and bloggings.
- II. Oral communication such as, face to face or group meetings, telephone conversations, teleconferencing, interviews, and press conferences.

### **1.4 JUSTIFICATION**

To support KMA as the National Medical Association representing medical doctors, we must communicate effectively with one another and our external stakeholders. A comprehensive Communication Policy is critical for two fundamental reasons. First, it ensures that KMA members are provided with the information they need to maximize their potential. Secondly, it helps stakeholders to access the information they need to support KMA in its core duty.

### **1.5 LEGAL FRAMEWORK**

The policy is designed to support the KMA goals and mandates as spelt out in the KMA constitution, the Strategic Plan, the bylaws, and other KMA policies and guidelines. This also applies to the Laws of Kenya and other relevant international standards.

## **1.6 GOAL AND OBJECTIVES**

The goal of this policy is to support the aspirations and mandates of the Association as spelt out in the KMA constitution, the organization vision, mission and other relevant documents.

The objectives of the KMA communication policy are to:

- i. Streamline communication within KMA, ensuring that it is consistent, credible, harmonized and reflects the image of the association.
- ii. Facilitate efficiency, coherence and consistency in information flow with members
- iii. Enhance stakeholder engagement including members, healthcare professionals, government bodies, the public and media
- iv. Support Crisis Communication
- v. Promote Advocacy and Public Awareness
- vi. Enhance member engagement and retention

## **1.8 GUIDING PRINCIPLES**

The implementation of this communication policy shall be implemented in line with the following principles which are crucial to ensure effective, transparent, and strategic communication:

- i. Transparency and Accountability
- ii. Consistency and Uniformity
- iii. Professionalism and Integrity
- iv. Adaptability and Responsiveness
- v. Inclusivity and Member Engagement

## **2. POLICY PROVISIONS**

### **2.1 CORPORATE CULTURE**

KMA will establish a foundation for communication practices aligned with the association's values, mission and vision.

Key elements:

1. Foster an environment that encourages open, honest and transparent communication
2. Support a culture of mutual understanding and respect
3. Ensure that communication practices reinforce the KMA identity and brand

### **2.2 AUDIENCES**

#### **2.3 INTERNAL AUDIENCES**

- KMA Members
- The National Governing Council



- The National Executive Committee
- KMA Divisions
- KMA Committees
- KMA Trust
- The CEO
- Technical and support staff

### **3.3 EXTERNAL AUDIENCES**

- General public
- Ministry of Health
- Regulators of Health care practice: KMPDC, PPB, KHPOA, KHRAC
- Healthcare Facilities
- Medical Training Institutions: universities and colleges
- Government Ministries and Departments
- Health Products and Technology Companies
- Other Healthcare Professionals
- Research institutions
- Service providers
- Other health related bodies and persons

## **2.3 METHODS OF COMMUNICATION**

### **5.1 FACE-TO-FACE COMMUNICATION**

The Association will value face-to-face communication as a way of cultivating greater trust and understanding among staff and stakeholders.

### **5.2 WRITTEN COMMUNICATION**

- Written communication will remain a vital component of communication at KMA. All written communication must be simple and easy to understand, devoid of slang, offensive and discriminatory remarks, ethnic slurs or obscene innuendo.
- Correct format of written documents as prescribed will be used all the time.
- The KMA will communicate, both internally and externally, using letters, memos, circulars, minutes, notices and other appropriate forms of written communication.
- Memos will be used for internal communication and will be drafted clearly and accurately and dispatched promptly.
- Letters used for internal communication to Chapters will provide clear, exhaustive and accurate information. They shall be dispatched in good time, and with confidentiality.
- Appropriate language style will be used in memo writing to avoid communication breakdown.

- vii. The standard format for writing minutes shall be observed.
- viii. Minutes once documented shall not be altered for personal or departmental interests.
- ix. Minutes will be circulated within one week after the meeting.
- x. All written communication will be treated with integrity and confidentiality.
- xi. A copy of all written communication will be filed both at the source and destination for future reference.
- xii. All communication circulars will be released in time and strategically posted for staff and stakeholders to access with ease.
- xiii. All notices will be displayed conspicuously, in the right places.

### **5.3 MEETINGS**

- i. The KMA will use meetings as a forum for involving staff and branch members in decision making and problem solving.
- ii. The KMA will provide opportunity for dialogue by all.
- iii. Meetings will be held at a time, venue and mode which allows and encourages input.
- iv. Notices of meetings will be sent to staff and members in advance to enable them prepare and contribute adequately.
- v. Meetings will be held when there is an agenda. Agenda items for a given meeting will be communicated in good time and shall be open to input from staff and members.
- vi. Meetings will be focused on issues at hand and time managed effectively for maximum results.
- vii. Deliberations from meetings will be disseminated to relevant staff upon confirmation in good time and feedback should be provided via the membership and meeting chair to the broader community through appropriate communication channels.

### **5.4 ORAL COMMUNICATION**

#### **a) Telephone**

- i. The recommended procedure for handling incoming calls will be adhered to for both landline and mobile phone communication.
- ii. Where regulations demand, mobile phone communication will be complemented with written communication.
- iii. Taken telephone messages shall be well and correctly documented and delivered to the recipient as soon as possible.

#### **b) Non-verbal Communication**

- i. The Association will promote non-verbal communication strategies not limited to sign language to reinforce, complement, regulate and substitute verbal communication.
- ii. The KMA will promote corporate branding to create corporate image and identity.
- iii. The use of KMA corporate identities such as logo and letterhead for personal purpose by staff is prohibited.

### **c) Communication for Persons with Disabilities**

- i. The Association will provide appropriate methods of communication to enable effective and efficient communication for people living with disabilities.

## **5.6 ELECTRONIC COMMUNICATION**

- i. Email and web are the primary mode of electronic communication for all staff.
- ii. KMA website [www.kma.co.ke](http://www.kma.co.ke) shall be an official communication channel used internally and externally.
- iii. The KMA intranet will contain news items, events and links that are useful information for staff and stakeholders.
- iv. All email correspondences shall be in line with the ICT Policy.
- v. The official Email is recognized as official means of communication between staff and stakeholders. KMA official e-mails shall not be used for personal business or gain.
- vi. For purposes of facilitating effective official communication, all staff shall be assigned an official email address by the Head of ICT.
- vii. The KMA encourages staff to read and respond to incoming emails messages appropriately, effectively and timely.
- viii. The Head of Communications in consultation with Directors/Managers/ICT have overall editorial responsibility for the website
- ix. KMA will encourage generation of podcasts and video clips for marketing, public health communication and enhancing corporate image. However, they must be authorized by the Head of Communications.
- x. KMA will promote e-learning as an avenue for disseminating educational content to staff, members and external stakeholders

## **5.7 OTHER CHANNELS**

### **a) Newsletter**

- i. The KMA newsletter is the Association's staff magazine distributed to the staff and other stakeholders on a quarterly basis.
- ii. The newsletter will be designed to provide more in-depth information to staff and stakeholders, including new developments in the Association, forth-coming events, awards and successes, staff profiles, and a regular up-date from the Chief Executive Officer and the National Executive Council.
- iii. The CEO will appoint an Editorial Committee to oversee production of the newsletter and other publications.

### **b) Annual report**

- i. The KMA Annual Report is the Association's yearly publication distributed to key stakeholders, especially those at decision making positions.
- ii. The Annual Report will be designed to provide a comprehensive summary of undertakings, achievements, future plans and challenges facing the Association every year in its quest to carry out its mandate.

- iii. The Annual Report will also provide the Association's financial statements for the year under review.
- iv. The CEO (with the input of the Legal Secretary) will appoint an Editorial Committee to oversee production of the annual report.

**c) Notice Boards**

- i. The Association will maintain notice boards as a convenient option to communicate information to staff, and the general public.
- ii. The notice board will be used to display information that is of interest to all employees, and the general public. Messages on the notice board shall be brief, concise, and expressed in a simple and clear language.
- iii. Heads of departments will ensure that information is displayed in a timely manner and is removed when out of date.

**d) Feedback Mechanisms**

- i. Feedback includes suggestions, complaints and compliments.
- ii. The KMA will place feedback boxes at strategic locations within its premises and provide an anonymous electronic form on the website to elicit comments, compliments and suggestions from the public on any issue.
- iii. The KMA staff are encouraged to use these boxes and the electronic form – anonymously, if so desired.
- iv. All suggestions will be analyzed and appropriate action taken in a timely manner by the person so appointed by the Chief Executive Officer.

**e) Digital platforms (social media)**

- i. The KMA will embrace the use of digital platforms such as Facebook, Twitter, Instagram, YouTube, Whatsapp and any other digital channel for purposes of communication.
- ii. The KMA has official Face Book and Twitter pages for prospective stake-holders.

**f) Exhibitions**

- i. The KMA will use exhibitions such as showcases to communicate with targeted stakeholders.

## **OFFICIAL LANGUAGE**

English and Kiswahili are the official languages of communication within KMA.

KMA may disseminate information in Kenyan sign language, braille, and other communication formats and technologies accessible to persons with disabilities.

## **2.4 INTERNAL COMMUNICATION**

The primary objective of KMA is to facilitate efficient and effective communication within the organization, involving members, staff and all internal stakeholders. This endeavor aims to maintain a positive and conducive working environment that enables the achievement of the organization's vision and mission

### **4.3 GENERAL GUIDELINES FOR INTERNAL COMMUNICATION**

- i. KMA will promote transparency and consistency in sharing information
- ii. KMA will encourage member involvement, consultation and feedback in all matters including but not limited to surveys, focus groups, and committees.
- iii. Whenever feasible, internal stakeholders will receive important information through the Head of Communications before it is conveyed to the media or other external entities.
- iv. KMA shall use clear, professional and culturally sensitive language in all communication
- v. All communication systems and practices shall align with KMA's vision and mission.

### **ROLES & RESPONSIBILITIES FOR INTERNAL COMMUNICATION**

This section outlines the responsibilities of NEC, CEO and staff members in ensuring effective internal communication.

The Head of Communications or any person assigned by the Chief Executive Officer are responsible for establishing internal communication structures that enable swift dissemination of information to all internal stakeholders through efficient channels.

#### **CEO**

- i. Foster effective two-way communication between KMA leadership and internal stakeholders
- ii. Serve as a role model, demonstrating good communication practices in all aspects.
- iii. Provide effective, timely, and appropriate feedback to all internal stakeholders
- iv. Review communication standards and practices within their teams and identify opportunities for improvement.
- v. Address and resolve issues of poor communication raised by staff.
- vi. Ensure awareness of the Communication Policy among members.
- vii. Escalate communication-related issues that cannot be resolved at their level to the next higher level.

#### **PRESIDENT**

- i. The President is the primary representative and spokesperson of KMA and is responsible for communicating KMA's vision, mission, policies and strategic direction to internal stakeholders.
- ii. Address and resolve issues of poor communication raised by members and other internal stakeholders.
- iii. Foster open dialogue and regular communication with NEC, NGC and members to ensure cohesive internal messaging
- iv. Regularly review and seek to enhance KMA's approach to communication.

## **MEMBERS**

- i. Promote KMA's Vision, Mission and Values
- ii. Members have a duty to volunteer and share any information relevant to KMA's position or activities to the CEO, SG or NGC through established channels of communication
- iii. Adherence to communication policy and guidelines
- iv. Maintain professional standards and respect confidentiality

## **STAFF**

- i. Uphold and adhere to the communication policy and guidelines
- ii. Familiarize themselves with the Communication Policy and other relevant KMA policies
- iii. Maintain good communication practices in accordance with this policy.
- iv. Staff have a duty to volunteer and share any information relevant to KMA's position or activities to the CEO
- v. In the event of conflict or dispute involving the CEO, staff can communicate to the president for dispute resolution

## **CONTENT OF COMMUNICATION**

Internal communication will encompass a wide range of topics, including notices, internal policies, recruitment, advertisements, promotions, retirements, success stories (awards, grants, scholarships, launches, competitions, achievements, etc.), organizational changes, new initiatives, staff relocation, new technology, technology breakdowns, events, and health and security alerts.

## **2.5 EXTERNAL COMMUNICATION**

### **GENERAL GUIDELINES FOR EXTERNAL COMMUNICATION**

- i. KMA will provide stakeholders with accurate, sufficient, and timely information regarding significant events.
- ii. The organization has a responsibility to effectively communicate with external customers, ensuring that information about policies, programs, services, and initiatives is clear, relevant, objective, easy to comprehend, and useful.
- iii. KMA will disclose pertinent information that stakeholders would find interesting, as long as:
  - a) It does not disrupt the organization's normal operations.
  - b) It adheres to the constitution, by-laws, and other policies.
  - c) It does not compromise the KMA interests.
  - d) In cases where the need for disclosure is unclear, advice will be sought from the Chief Executive Officer and the Head of Communications.
- iv. Confidential information will not be disclosed or used for purposes other than its original intent.

## **6.0 ROLES & RESPONSIBILITIES FOR EXTERNAL COMMUNICATIONS**

## **KMA SPOKESPERSON (PRESIDENT)**

- i. The President shall be the spokesperson for KMA in all public engagements, media interactions, and official statement.
- ii. Serve as the primary point of contact for high-level communication with external stakeholders such as government, healthcare institutions, international health organizations, and other professional association
- iii. Leading in managing media relations, including giving press conferences, interviews, and participating in public debates on health and medical issues
- iv. Take a leadership role during crises, such as public health emergencies, conflict, and any sectoral challenges
- v. Coordinate with the communication team, NEC and other leaders to review and approve press releases, public statements, and responses to media inquiries on behalf of KMA
- vi. Oversee the creation of strategic communication plans to ensure that key messages align with KMA's vision and mission
- vii. Ensure that all external communication maintains the integrity and reputation of KMA
  - a) convey the decisions of the NGC through the support of the Communication Department.
  - b) Chair the media briefings and designate the Head of Communications to liaise with all relevant parties to ensure that issues that might have arisen are clearly articulated;
  - c) Consult with Chapter Chairpersons and inform the NGC of current issues that require intervention;
  - d) Provide advice and make recommendations on communications direction

## **6.2 THE SECRETARIAT (PRESIDENT, SECRETARY GENERAL) .....**

### **6.3 NATIONAL GOVERNING COUNCIL**

All requests for an official response or statement from the KMA Secretariat should be reported to the Head of Communications and the KMA President. The Secretariat President or Vice President is the only representative of the Board, with the exception of the Head of Communications, to make any response on behalf of the Board. The President and Vice President will work with the assistance of the Communications Department in the creation of Board statements.

### **6.4 DIVISION CHAPTERS**

The Chapter Chairpersons and Vice Chairpersons, shall, in consultation with the Chief Executive Officer and the Head of Communications, be the spokesperson who will be responsible for articulating, promoting and defending the decisions of the Branch



## **6.5 KMA COMMITTEES**

### **6.6 OTHER EMPLOYEES AND KMA MEMBERS**

Any employee and KMA member at national or branch level who has not been authorized by the CEO to speak to the media in the context of his or her role within the Association must direct inquiries from the media about the official Association's comment on all matters regarding KMA to the Head of Communications.

No employee or KMA member at national or branch level may make official statements on behalf of the Association without first consulting with and gaining the approval to do so from the Chief Executive Officer or Head of Communications, and in some instances, in conjunction with approval from branch leadership.

No employee or KMA member at national or branch level is authorized to speak "off the record" on behalf of KMA to media on any matter which involves the Association.

All KMA employees and members must adhere to all its policies and procedures regarding the release of information about activities of the Association including all which apply to privacy of records.

### **6.7 COORDINATION**

All inquiries seeking an official response from KMA or a statement on behalf of KMA should be directed to the Head of Communications.

Authorization to speak on behalf of the Association will only be given by the Chief Executive Officer.

The Communications Department will coordinate the Association's response with the appropriate Members.

## **2.6 CONFIDENTIAL INFORMATION**

KMA shall safeguard sensitive information regarding KMA activities, members and partners. Confidential information, whether personal or organizational, will not be shared internally or externally to unauthorized parties.

**Types of confidential Information (include but not limited to:)**

- i. Member personal information, such as contact list, financial information and health information.



- ii. KMA'S internal documents such as contracts, minutes, policies, financial reports and any material related to decision-making processes that are not for public distribution.
- iii. Patient information where relevant
- iv. Disciplinary or ethical cases
- v. Sensitive health data
- ii. Personal legal proceedings.
- vi. Staff information such as salary details and contracts

## **KMA Confidentiality Guidelines**

### ***i. Non-Disclosure***

KMA members and staff are prohibited from sharing confidential information with unauthorized parties. Confidential information must not be discussed in public forums or shared on social media and other public outlets

### ***ii. Data Protection***

- I. Information shall be stored securely. Electronic information shall be secured by encryption, restricted access and password protection
- II. Sharing Confidential Information:
- III. Confidential information may only be shared with authorized parties on a need-to-know basis, and proper authorization from the CEO and KMA president
- IV. Handling Breaches:
- V. Any breach of confidential information must be reported immediately to KMA CEO and/or NEC, and appropriate disciplinary actions will be taken to address the breach
- VI. Legal Compliance:

KMA and its members and staff must adhere to the Kenyan Laws and regulations related to data protection and privacy.

### **Qualification of Confidential Information**

The Chief Executive Officer or the Secretary shall qualify any such information as confidential by stamping or in writing.

In cases where the distinction may be unclear, the Chief Executive Officer, with advice from Head of Communications and other relevant key personnel, will make the final decision regarding what information can be released.

## **2.7 CRISIS COMMUNICATION**

### **7.1 BACKGROUND**

A crisis is an unforeseen or unexpected event that threatens institutional operations and can have extreme negative consequences. A crisis can be man-made and can impact public safety, lead to financial loss or even reputational damage for the institution.

If it is not effectively managed, a crisis can lead to an emergency.

The Kenya Medical Association must strive to avoid a crisis. This requires that KMA principals in National and Sub-national areas (Chapters) and the Accounting Officer/CEO shall always remain in touch with citizens, assess public mood and conduct research/activities that might help to avert a crisis.

Communicators should be made aware of any potential crisis and should manage communication activities to avert or limit a potential crisis. Further, Communicators should be familiar with relevant national/County health disaster management strategies in order to inform their approach to crisis communication at this level.

### **7.2 DEALING WITH CRISES**

Crises relating to the following issues are classified as potential emergencies and must be immediately referred nationally/locally to the communicators for guidance on how to respond to the issue. These are:

- i. Health issues affecting national security including epidemics and pandemics;
- ii. Incidents impacting on the safety and well-being of KMA members in Kenya;
- iii. Crises related to the communication of controversial issues or the unintended consequence of government's communication or actions, including the actions of political/administrative structures/individuals; and
- iv. Crises emanating from the personal conduct of an official

KMA, in responding to these emergencies will then either:

- i. Establish a Crisis Committee/Command Centre/ Ops Room (herein referred to as Crisis Command Centre) led by the Communication Department as the lead department, reporting to the CEO to manage communication collectively or
- ii. Assign communication leadership to a specific department in the case of a cluster response, with the Communication Department playing a supporting role.

### **7.3 CRISIS PROTOCOL**

KMA shall formulate a crisis management plan and a communication strategy that will be generated by an adhoc Communication Crisis Committee upon identification of a crisis.

A crisis communication plan must be attached to the National and Chapter disaster management plan so that there is a clear understanding of what should happen when there is a disaster.

**The Head of Communications (HoC) must:**

- i. be notified immediately of any crisis that is emerging or breaking by the KMA CEO or Chapter Chairpersons;
- ii. gather and verify information about the crisis, assess its severity and consider whether it should be escalated to the National Governing Council for leadership (emergency/controversial issues) or managed at Chapter level;
- iii. given the need for urgent communication, be given the authority to take action immediately under guidance, until a broader decision can be made about how the KMA must proceed
- iv. form part of the Crisis Committee, Crisis Command Centre and establish permanent representation;
- v. be responsible for developing the strategy and tactics on how information is to be released, who must speak for the KMA on the issue, and the audiences with whom will be communicated;
- vi. identify the target audience, the multiple communication platforms, appoint a spokesperson and draft a holding statement;
- vii. communicate facts quickly, accurately and be open and accessible to all audiences, although mindful of confidentiality, and legal and privacy considerations

## **7.4 CRISIS SPOKESPERSONS**

The KMA National Executive Council President, The Secretary General, the CEO and Chapter Chairpersons are the official spokespersons during a crisis. At national level this would be the NEC President, Secretary General and CEO. At sub-national level, Chapter Chairpersons would assume this role.

The spokespersons in consultation with the HoC must identify KMA members or staff with the knowledge and/or technical expertise to provide specialist input to media responses or to speak as official representatives.

Designated spokespersons must make themselves available to:

- i. participate in communication planning and the preparation of key messages relating to the crisis;
- ii. respond to media enquiries in a prompt and professional manner, using all possible communication tools, including the Crisis Command Centre.

## **7.5 WORKING WITH THE MEDIA**

All media enquiries relating to the crises/issue must be directed to the CEO/HoC/ spokesperson. In any crisis, regular media briefings are strongly recommended, accompanied by regular interviews

Depending on the severity of the crisis, the Crisis Committee must decide on the frequency of the media briefings, whether hourly, daily, weekly or monthly.

All media enquiries must ideally be acknowledged within 30 minutes of receipt. A more comprehensive response should then be prepared based on the facts that have been established. This comprehensive response must be prepared within 24 hours.

After releasing information, the HoC must monitor the news coverage and respond appropriately, where necessary.

## **7.6 COMMUNICATION APPROVAL PROCESSES**

The HoC and Crisis Command Centre should establish an approval process that will fast-track decision-making during a crisis.

All approvals should adhere to a strictly agreed turnaround time, bearing in mind the quality and accuracy of information that must be made available.

## **7.7 EMPLOYEE COMMUNICATION**

The accounting officer/HoC, working with Human Resources, must inform KMA employees of the issues relating to the crisis using established internal communication channels. This should happen before or at the same time as details are being released to external audiences.

## **7.8 INTEGRITY OF COMMUNICATION**

When communicating during a crisis, there is a need to strike a balance between presenting the relevant facts in the public domain without causing unnecessary panic.

## **7.9 INFORMING OTHER STAKEHOLDERS**

The HoC will arrange a stakeholder forum to keep all abreast of the crisis and the way it is being managed.

## **7.10 SOCIAL MEDIA USE IN A CRISIS**

The Kenya Medical Association shall establish an innovative social media strategy through the Communications office.

Pre-emptive and early detection mechanisms need to be in place to help identify a potential crisis.

Each Chapter should allocate a person who will be responsible for managing social media as part of crisis management. This person will be required to:

- i. Develop a social media strategic plan aligned to the Crisis Plan;
- ii. Ensure that social media measurement tools are in place to monitor engagement on social media sites;

- iii. Ensure that information and updates are placed on the KMA social media sites and webpages in a timely manner and that these are used as alert/feedback mechanisms to members and citizens;
- iv. Monitor all social media sites for any mentions of the crisis and to prepare adequate responses;
- v. Respond to any social media activity on the institution's own profile pages in a timely manner

### **7.11 MEDIA MONITORING**

The HoC must monitor national, regional and local print, broadcast and online media daily and maintain regular contact with the crisis spokespersons, advising the KMA leadership on emerging issues and how the Association is being portrayed that may result in a reputational crisis.

The HoC must accordingly maintain or adjust the communication response as needed to limit rumours, correct errors and maintain confidence in the Association.

Summaries of relevant media coverage must be provided to the KMA senior leadership and crisis management team at least twice a day during a crisis situation.

### **7.12 EVALUATION AND FOLLOW-UP**

When the crisis has passed, the HoC must:

- i. Organise a debriefing session with members of the Crisis Committee/Command Centre/Ops Room and prepare a close-out report;
- ii. Supply the Crisis Committee/Command Centre, the NEC President, Secretary General, the CEO and Chapter Chairpersons with a summary of news coverage relating to the crisis

Members of these structures must review this report and evaluate the Association's performance "under fire". The team must note:

- i. Overall success or failure of the crisis communication effort;
- ii. Problems to be avoided in the future; and
- iii. Appropriate follow-up measures

Attention also must be focused on identifying and implementing measures to improve the action plan used during the crisis

## **2.8 CORPORATE BRANDING**

- i. The KMA will seek opportunities to promote its corporate brand and improve its corporate image and identity.
- ii. Any means by which the general public comes into contact with the KMA constitutes an opportunity that can affect perceptions of the corporate image.
- iii. It is the duty of every staff and Branch Member to defend the image and brand of the KMA
- iv. The KMA will designate a day for staff to wear branded apparels to pro-mote the corporate image.

- v. The KMA branding committee will be responsible for promotion of the corporate brand.
- vi. The use of KMA identity such as logo and letterhead for personal use by staff and students is prohibited.

## **5.9 CORPORATE MARKETING**

- i. KMA will engage in corporate marketing to develop and maintain a good public image.
- ii. KMA will use print, electronic and other media to carry out corporate marketing.
- iii. All KMA marketing will be executed by the Office responsible for Communications in liaison with Supply Chain Management function after approval by the Chief Executive Officer.
- iv. The Communications office will ensure that the advertisements conform to the Board's corporate identity.
- v. Proposed advertisements and information for media circulation will be received in the Communications Office well in advance to give the office adequate time to ensure the piece conforms to the KMA marketing standards.
- vi. The use of KMA name and logo by collaborating and other institutions must be authorized by the Chief Executive Officer.
- vii. Promotional items must reflect the correct KMA name and logo.
- viii. Proposed advertisements and information will be received by the Communications office latest four days to the date the advert is to run.

## **5.10 EVENTS, SHOWS AND EXHIBITIONS**

- i. The KMA will participate in events, shows and exhibitions as marketing tools. During the events, shows and exhibitions, all departments and Branches that are to be involved in such will liaise with the Communications Office to ensure that the brochures, materials and pamphlets issued reflect the corporate branding in line with the Branding Manual.
- ii. No person or employee of the KMA will use the Institution's materials and colors without authorization and approval from the Head of Communications and the CEO

## **5.11 CORPORATE SOCIAL RESPONSIBILITY (CSR)**

Under the approval and authority of the Chief Executive Officer, CSR activities will be carried out and used as a means of corporate marketing in line with the CRS Policy.

## **5.12 PUBLIC APPEARANCES**

- i. Any employee who is called upon to present papers on behalf of KMA shall ensure that their presentations are in power point and branded as per the KMA standard and approved by the Chief Executive Officer.
- ii. Employees shall ensure that their communication to the public is in line with this Policy.

## **MARKETING AND CAMPAIGN MANAGEMENT**

### **8.1 KMA COMMUNICATORS' TOOLKIT**

Communications and campaigns strategic plans must be developed annually and must fit into the overall Communication Plan of KMA. These plans must include: identification and segmentation of target audiences; suggestions on relevant content and messaging; and determination of the appropriate medium for the intended audience.

The focus is on marketing tools that constitute the bulk of KMA communicators' toolkit, namely:

- i. Content, language, tone and images
- ii. Advertising and media bulk-buying
- iii. Public relations (including events, exhibitions and promotional items)
- iv. Distribution and direct marketing
- v. Digital marketing
- vi. Corporate identity
- vii. Sponsorship

### **8.2 GIFTS, DONATIONS AND SPONSORSHIPS ARRANGEMENTS**

All gifts, donations and sponsorship arrangements must be in line with the constitution, by laws and the other KMA policies.

These are the definitions as per this policy:

- i. Gift: An item given willingly to an official without payment or receiving anything in return.
- ii. Donation: A contribution to the department in cash or in kind acquired without compensation or assistance.
- iii. Sponsorship: A form of marketing in which a private company pays for all or some of the costs associated with a project in exchange for recognition.

All donations/sponsorships must:

- a. Directly relate to KMA's outcomes
- b. Provide value for money
- c. Enhance the department's credibility and image
- d. Deliver clear and measurable benefits for KMA.

### **8.3 PUBLICATIONS**

#### *Responsibility of the HoC*

- i. HOC must ensure that official KMA publications comply with the requirements of the constitution, by-laws and other KMA policies.

#### *Publication Strategy*

- i. Departments must produce publications that educate, inform, and have a legitimate member and/or external stakeholders benefit.
- ii. All KMA publications – brochures, newsletters, reports, magazines, newspapers and the like – must be based on the communications strategy approved by the HOC.



- iii. All publications must be printed with due regard for the language preferences of the intended audience, including consideration of the visually and hearing impaired and plain-language requirements.
- iv. The HOC must ensure that the publications do not bring KMA into disrepute by virtue of their content and/or the quality of the written content, photographic images or other graphic material. These publications should also respect the relevant copyright and privacy requirements.

## **ONLINE PUBLICATIONS**

Publications issued by a KMA/chapters or NEC must be made available electronically on KMA website.

## **MONITORING, EVALUATION AND COMPLIANCE**

- i. The Secretary General or his/her designates must monitor and evaluate the degree of compliance with the Communication Policy within the Association and the respective departments. This should be done in line with the Monitoring and Evaluation Guidelines for the Communication Policy. In areas where there has been little compliance with policy, the Secretary should institute corrective action to ensure behavioral change
- ii. Annual Communication Monitoring and Evaluation reports shall be presented to National Executive Committee by the Secretary General for oversight
- iii. The National Executive Committee shall conduct a formal policy review every five years
- iv. The National Executive Committee shall consider the kind of sanctions required in instances where a member fails to comply with the Communication Policy.

### **11.2 MONITORING AND EVALUATION .....**

The Kenya Medical Association will conduct monitoring and evaluation of the effectiveness of this Policy in line with its Monitoring, Evaluation and Reporting framework. This will be done through a Committee Chaired by the Head of Communications and three other members appointed by the CEO.

Monitoring and Evaluation reports must be made available to relevant managers and corrective action pursued in order to ensure communication improvements.

## **COMMUNICATION BUDGET**

- i. The CEO shall develop a costed annual communications work plan present it to the National Executive Committee consideration and approval
- ii. The CEO and the finance committee shall resource mobilize to support the communication annual work plan.



- iii. Resource mobilization and utilization shall be done inline with KMA Finance policy and guidelines

#### **The Planning/Communication Division shall:**

- i. Develop and maintain strategies and mechanisms for monitoring and evaluation of this Policy.
- ii. Undertake regular checks on implementation of the Policy.
- iii. Carry out annual evaluation on the implementation of the Policy.
- iv. Use the information for planning and management.
- v. Propose potential areas for review.

#### **12.0 REVIEW.....**

The Policy shall be reviewed after every three (3) years or earlier as need arises with an aim to enhance efficient delivery of effective outcomes.

#### **13.0 REFERENCES .....**

(Government Communication and Information System, Republic of South Africa, 2018)  
(Knowit AB, 2021)  
(European Union, 2018)  
(World Health Organization, 2020)  
(The South African Medical Association, 2020)  
(Federation of State Medical Boards, 2019)  
(Kenya Hospital Association Staff Provident Fund, 2021)

#### **14.0 CONTRIBUTORS/REVIEWERS .....**

Members of the Policy, Advocacy, Legal and Communications Policy.

1. Dr. Rabera Kenyanya
2. Dr. Phyllys Owino
3. Dr. Rowena Njeri
4. Dr. Ahmed Kamau
5. Dr. Njoki Fernandes
6. Dr. Ibrahim Matende
7. Dr. Kahura Mundia
8. Dr. Waiyaya
9. Dr. Wangari Ng'ang'a
10. Dr. Warda