

Chapter One

Introduction

1.1 Background To The Study

The survival of any organization and the acceptance/usage of its product or services depend largely on the relationship it has with members of the society who form its internal and external stakeholders. Our society is one that is filled with various forms of organizations that exist for different functions. Organizations are collectivities of people with a shared mission or interest. Thus, an organization might be a corporate body employing thousands of people or a small voluntary group such as a baby-sitting circle, local parent group, a music society, a football club or a hospital ^[1].

Organizations are bounded communities whose drive to survive in the market is not only based on the quality of the products produced or services rendered but on how well its potential and actual customers perceive it. So many factors influence this. One of such factor is the public relations strategy or strategies being practiced by such an organization. The image of a corporate organization is one that is in a continuous state of flux. It is ever changing and has long-term impact on the survival of the corporate organization. Every action of every employee of an organization affects the image of an organization either directly or indirectly. It is the ideal thing for organizations rendering any form of service or producing a particular product to have a public relations personnel or public relations unit whose aim is to ensure that its image and perception is positive and remains positive ^[2].

Public relations can be defined as the activities that a person, group, company or association gets involved in from time to time. These activities are aimed at rectifying, improving and sustaining the image of that person, group, company or association. Image here refers to the opinion people have of you as a person, member of a group or as a product. Public relations is something we all do daily as we go about meeting our targets, improving ourselves, branding a product, managing crisis in the society.

Public is a group of people who by their activities will influence the person concerned or are themselves influenced by the person. A public is any group that has an actual or potential interest in or impact on a company ability to achieve its objectives. It entails the analysis of organizational actions, which may have an impact on relationships with customers and contractors, or the reputation of the organization. Public has to do with anything that affects everyone around while relations has to do with the activities that help one build a good image, rapport and affinity with people around ^[3].

Public relations as a very broad set of communication effort used to create and maintain favourable relationship between an organization and its publics. Public relations efforts can be used to promote people, places, ideas, activities and even countries. Hence, public relations can be defined as the activities that a person, group, company or association gets involved in from time to time. These activities are aimed at rectifying, improving and sustaining the image of that person, group, company or association ^[4].

Public relations is something we all do daily as we go about meeting our targets, improving ourselves, branding a product, managing crisis in the society. Public relations is not done anyhow. It is strategic and carefully planned out. Public relations strategies are those sets of actions employed by the organization to ensure that its goals are achieved ^[5]. Public relations

activities in the modern world help institutions to cope successfully with many problems, to build prestige for an individual or a group, to promote products, and to win elections or legislative battles. The majority of public relations workers are staff employees working within a corporate or institutional framework. Others operate in public relations consultancy/counseling firms ^[4].

In an organization, public relations is the management function that creates, develops, and carries out policies and programs to influence or change public opinion or public reaction about an idea, a product, or service. Public relations exist in all sectors at different levels ^[1]. The strategies used while doing it differs from one organization to the other. Public relations are a crucial management function. As a distinctive management function, it helps in establishing and maintaining mutual lines of communication, understanding, acceptance and cooperation between an organization and its various publics.

Public relations is about influencing public opinion in order for an organization to gain a favourable image in the eyes of the public. To achieve this, an organization should have a well organized public relations strategy. A well thought out and planned public relations strategy will go a long way in making the organization more understood by its publics and for the organization to understand its publics. Public relations will conceive themes and organizations, advice the management, deal with conflicts, survey attitudes, and promote good employer-employee relations.

Public relations is an art because it involves artistic skills, fine arts, language, writing, public speaking, etc. It is a social science because it uses social scientific instruments to understand and predict human behaviour. It attempts to understand its environment and relates with it mutually. Public relations monitors, surveys and researches issues and happenings in the environment. It

advises the organization so that the policies of the organization are in line with the expectations of its publics. It implements programmes that will favour both the organization and the publics in a win-win outcome.

Public relations is a mixture of the social sciences, which teaches how people and groups react, and the science of communications, which provides the means of resolving conflicts and establishing contact and mutual understanding. It comprises of all forms of communication that an organization uses to win the goodwill, support, confidence and trust of its publics ^[6]. Public relations practitioners once operated at the lowest management levels in many organizations. Over the years, this has changed and today, a wise company puts a public relations professional right in the inner circle of the management. The public relations officer (PRO) or corporate communications director reports directly to the top management. He/ she is at first tier management where he/ she will know what the management thought is in public issues ^[7].

On the other hand, the public relations practitioner is expected to keep tabs on what the public is thinking and their attitude towards the organization, its services and products. By gauging the public's attitude, he/she will be in a position to make decisions and strategize on how to react to them. Whatever he/she discovers is passed on to the management for appropriate action to be taken.

Public relations activities are aimed at carefully selected groups of people who are subdivisions of the greater general public. In order for public relations to play its proper function in an organization, it is prudent for that organization to place public at the core of all its activities. A company cannot decide whether or not it will have public relations since it is omnipresent and ubiquitous in all a company's activities. Even though the management team has a corporate public relations responsibility i.e each director is capable of handling elements of public relations

applicable to his specialized field, it is more efficient to leave public relations to the professional expert, thus permitting the other directors to concentrate on their own spheres of work. It is the duty of the public relations manager in an organization to plan, organize, staff, direct, coordinate, report and budget for the public relations department. Public relations will analyze and interpret issues that might impact the operations and plans of the organization. Evaluation of any program is expected to be done before the onset of the activity, at the middle and after it has been concluded. Evaluation will ensure that mistakes, errors and omissions made in an activity are not repeated in following activities ^[6].

The basic ingredients required for an organization's existence and success includes public support, trust, goodwill and confidence. It is the duty of the public relations department to devise strategies of communicating to the diverse publics of an organization. These publics are divided into two: internal (employees) and external (clients, neighbours, media, government, stock holders). The needs and expectations of these publics are always changing. It is the responsibility of the public relations department to carry out research to discover what the publics' requirements are at a particular time and act swiftly to fill in the gap as expected by the public. Health organizations are in constant contact with various publics: the government, the community at large, suppliers, clients, patients and their visitors, mass media, neighbours, and employees. They therefore require a comprehensive and well integrated public relations strategy to reach out to these publics. Public relations, when planned strategically and executed well can add value to a health organization by helping it better employ people, which would provide a good return to shareholders and deliver products and service value to customers ^[6].

Health organizations, though classified as social services providers rather than strictly business entities, have a responsibility of fostering health consciousness through health education by

providing opportunities for participation of people in the health organizations. This makes health institutions not to be considered in isolation from other socio-economic factors. Health service providers work directly with the community and hence provide a direct service to people at the grassroots level. Health providers utilize community resources and should encourage community participation in self-help organizations at local level [8].

Health organizations in the developed world long recognized the importance of public relations as an important management function. A hospital's public relations department deals with medical staff, employees, volunteers, patients, visitors, management board, the media, government agencies and the community regularly. The department evaluates the attitudes of these different groups through research and develops a communication strategy to help each of them understand the hospital.

Image is the psychological insight of a person related to an object, a product, and service, an individual or an organization. Image can be classified into seven categories which include:

Current Image: This according to the scholars is the prevailing impression of the general public towards an organization borne out of their experience with the organization and its activities. This informs the attitude of the public towards the organization.

Mirror Image: This bothers on the over-estimation of the organization by its staff and leaders in front of the public. It is sometimes referred to as patriotic image.

The Wish Image: This is a targeted image set by the management of the organization. It is a proposed and desired image the organizations want to attain over a period of time.

Multiple Image: As an organization grows and spreads its branches to diverse places, series of images can be created about it by different sections of the public bothering upon the method of

policy implementation of the various branches aimed towards achieving the general objective of the organization.

Social Image: This is borne out of the impact of the organization on its host community or on the society at large. Those who interact with the organization form this impression about the organization based on the effect of the organization or its activities on their lives and the society at large.

Stereotype Image: This impression is borne out of existing stereotypes about the organization by the public. Such image may be wrong and is usually negative and may be unrepresentative of the organization. This type of image often creates corporate organizational problems [9].

Corporate Image: is the interconnection of a consumer's experiences, opinions, feelings, beliefs, and knowledge about the corporation. Corporate image can differentiate a corporation from its competitors. Corporate image is a set of beliefs, emotions, and feelings held by a consumer toward a corporation (which are based on the consumer's understanding, descriptions, and memories of the corporation). Since corporate image is a mixture of a consumer's perception and his perspective toward a corporation, when people think of a company, everything that then comes to mind is part of the corporate image. Based on these academic definitions, image is understood not to be detailed specifications but a holistic description and a set of ideas. Therefore, image can be seen as the public's subjective and holistic perception about a subject. Corporate image, however, reflects an evaluation of the corporations from the market's point of view. Good corporate image "will correct misconceptions about past challenges or failures, thereby advancing its future potentials" [9].

Having a positive image represents an asset to every organization. Customers of firms holding a positive image often trust that the firm will not jeopardize its market perception, as image

reducing events like fudging on service quality might decrease the value of this asset. From a customer's standpoint, image might be used as a sorting tool, where various players in the industries are ranked. When customers are confronted with performance doubts, a positive image of an organization might serve as a substitute for the level of service quality ^[10]. As such, a positive image might lead the customer to conclude that benefits received are comparatively good.

This study is aimed at evaluating the public relations strategies that the University College Hospital in Ibadan uses to create and sustain a good perception of the hospital in recent times. This study is being embarked upon to evaluate the use of public relations strategies by teaching hospitals in Nigeria and their impact on how the teaching hospitals are perceived with specific focus on University College Hospital (UCH) in Ibadan. Numerous library materials, copious write-ups, theories, previous projects, journals, etc will constitute the literature that will be reviewed. This study is themed 'an evaluation of public relations strategies in teaching hospitals to examine how teaching hospitals in Nigeria makes use of public relations strategies in making sure that its internal and external publics have a good perception or image of it consistently over a period.

The University College Hospital, (UCH) Ibadan was established by an act of parliament in November 1952 in response to the need for the training of medical personnel and other healthcare professionals for the country and the West African Sub-Region. The establishment of the Hospital followed a Visitation Panel in 1951 to assess the clinical facilities for the clinical postings of medical students registered for M.B.B.S. degree of the University of London. The visitation panel, led by Dr. T.F. Hunt of the University of London rejected the enhanced facilities provided by the Government/Native Authority Hospital at Adeoyo, Ibadan following the

establishment of a Faculty of Medicine in the University College, Ibadan (now University of Ibadan) in 1948.

The University College hospital (UCH) was strategically located in Ibadan, then the largest city in West Africa which is also the seat of the first University in Nigeria. The physical development of the Hospital commenced in 1953 in its present site and was formally commissioned after completion on 20 November 1957. The University College Hospital, Ibadan was initially commissioned with 500-bed spaces. Currently, the hospital has 850 bed spaces and 163 examination couches with occupancy rates ranging from 55-60%.

The Hospital, at inception in 1948, prior to the Act of parliament, had two clinical Departments (Medicine and Surgery). However, the Hospital has evolved to accommodate about 60 Departments among which is the first Department of Nuclear Medicine in Nigeria commissioned by the Honourable Minister of health, Professor Eytayo Lambo on 27 April 2006. The Hospital and the University of Ibadan, function in excellent symbiosis and it is impossible to think of one without the other, in the areas of health manpower training, research and clinical service. This functional interdependence was emphasized from inception through the appointment of the Chairman of the Provisional Council of the University College, (now University of Ibadan as the first Chairman of the Board of Management of the University College Hospital, Ibadan.

In addition to undergraduate medical programme (Based in the College of Medicine of the University of Ibadan), the UCH also provides for: Postgraduate Residency Training Programmes in all specialties of Internal Medicine, Surgery, Obstetrics & Gynecology, Pediatrics, Otorhinolaryngology, Ophthalmology, Anesthesia, Laboratory Medicine, Psychiatry, Community Medicine, General Medical Practice, Radiology, Radiotherapy and Dentistry. The University College Hospital also provides diploma /professional programmes in the School of

Health Records & Statistics, Environmental Health Officers Tutors Course; Primary Health tutors Course, Nurse/Midwife/Public Health Nurse, Nurse Tutors Course, Post registration Courses in nursing e.g. Peri Operative nursing and Occupational Health Nursing^[11].

1.2 Statement Of The Problem

Business dictionary sees public relations as a form of communication that is primarily directed to image building and that tends to deal with issues rather than specifically with products and services^[12]. Public relations uses publicity that does not necessitate payment in a wide variety of media and is often placed as news or items of public interests. Public relations strategies are necessary for the growth and image making of any organization.

The Public Relations Society of America (PRSA) explains public relations as a profession that helps an organization and its publics to adapt mutually to each other. The essence of public relations is thus to create and sustain a relationship between an organization and its various publics that is beneficial to all of them. The question one should ask is if public relations personnel and units of various organizations in different sectors of the Nigeria economy are strategically doing all they can to ensure that a good image is achieved. This is a gap in the world of knowledge that can be looked into in order to retain the uncertainty about how different organizations have accepted public relations and its use in building and sustaining the image of organizations since the days of Ivy Ledbetter Lee. Hence the desire of the researcher to evaluate public relations strategies in teaching hospitals, their execution, impact and challenges using University College Hospital in Ibadan as a data generating point.

1.3 Objectives Of The Study

The objectives of this study evaluate the public relations strategy used by organizations. As an academic study, it projected the following specific objectives;

1. To determine the level of awareness of people about public relations strategies used by University Teaching Hospitals.
2. To identify the types of public relations personnel being used by organizations in today's global village.
3. To know the kind of challenges public relations personnel face in the planning and execution of public relations campaigns.
4. To know the impact of public relations activities on the image and reputation of University Teaching Hospitals.

1.4 Research Questions

1. What is the level of awareness of people about public relations strategies used by University Teaching Hospitals?
2. What type of public relations personnel do University Teaching Hospitals use in today's global village?
3. What kind of challenges do public relations personnel face in the planning and execution of public relations campaigns?
4. Do public relations activities have any impact on the image and reputation of University Teaching Hospitals?

1.5 Significance Of Study

This study is aimed at evaluating the usage of public relations strategies in corporate organizations. The data generated from this study is expected to reveal the role that public relations strategies play in corporate organizations. This study will also help establish the fact that public relations is done in corporate organizations and it has a particular role to play in their growth and business operations.

At the end of this study, it is expected that the kind of strategies being used by corporate organizations will be known based on the information derived from the data received from the respondents. It is expected that the findings of this study will encourage further research into other areas that were mentioned but could not be covered by this study while the management team and owners of corporate organizations will also find the study very useful. Lastly, the study will also increase the amount of literature available on public relations strategies and their usage by corporate organizations in Nigeria and the world at large.

1.7. Limitation Of Study

For every research embarked upon, there is usually one hindrance or constraint. Discussed subsequently are few of the constraints encountered in the process of carrying out this study. First and Foremost, the period of research was limited, which in a way restricted the researcher from exploring further the research problem as adequately as required. Not all the necessary information were accessible. Some respondents could not divulge authentic information of themselves. But irrespective of the above limitations, the study passed through an intellectual and academic cum scientific rigor before completion.

1.7 Operational Definition Of Terms

The following are the meanings of some of the operational terms used in this study, which are relevant to the understanding of the various aspects of the research study:

Evaluation: is the process of determining the significance, worth or condition of something ^[13].

Global village: is a concept that looks at the world being viewed as a community in which distance and isolation have been dramatically reduced by electronic media such as television and internet ^[13].

Hospital: is an institution where the sick or injured are given medical or surgical care ^[13].

Management: refers to the process of setting and achieving goals through planning, organizing, controlling, directing, evaluating and coordinating in an organization or institution.

Nigeria: is a multi ethnic nation that got its independence from Great Britain on October 1, 1960. It is geographically located in the West African region of Africa. It is one of the 54 nations and is widely regarded as the giant of Africa because of its high population density.

Organization: is a social group which distributes tasks for a collective goal. All organizations have a management structure that determines relationships between the different activities and the members and subdivides and assign roles, responsibilities and authority to carry out different tasks ^[12].

Personnel: is a body of people usually employed by a factory or organization ^[13].

Public relations: The British Institute of Public Relations defines public relations as the deliberate, planned and sustained efforts to establish and maintain mutual understanding between an organization and its publics.

Public: is a subset of the set of stakeholders for an organization that comprises those people concerned with a specific issue ^[14].

Relation: is an aspect of or quality that connects two or more things or parts as being or belonging or working together ^[13].

Strategy: is a careful plan or method for achieving a particular goal usually over a long period of time. It is the skill of making or carrying out plans to achieve a goal ^[13].

Teaching hospital: is a hospital that is affiliated with a medical school and provides the means for medical education to students, interns, residents, and sometimes postgraduates ^[13].

Teaching: is a facilitating process in which the teacher establishes learning environment that are designed to achieve the desired learner outcomes. It involves coaching and facilitating for the purpose of helping people achieve the goals and objectives deemed to be important by society in ways that are consistent with sound psychological principles ^[15].

University: is an institution of higher learning that provides facilities for teaching and research and authorized to grant academic degrees ^[13].

Do Not Copy, Lead City University, Nigeria

End Notes

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Chapter Two

Literature Review

This chapter is aimed at reviewing different literature and scholastic contribution of authors and professionals relating to public relations, public relations strategies and its usage by teaching hospitals alongside relevant communication theories appropriate to the study being conducted. A theory is a systematic and deductive way of thinking about reality in order to describe and understand such reality ^[1].

This research study would not be properly done if theories that support it are not properly highlighted and discussed. The presence of theory in public relations informs an organization what to do and how to do it, identifies principles that can be applied to many different situations and is not limited to one specific situation which elevates the public relations to a management function ^[2]. Two communication theories (the Agenda Setting and Perception Theories) will be thoroughly examined, as they are the theoretical framework for this study being conducted.

2.2 Theoretical Framework

2.2.1 The Uses And Gratification Theory

The world of mass communication is replete with theories that explain its processes, operations, responsibilities, impact and effect on people, institutions, groups, societies and the globe. One of the two theories that seem appropriate for this particular study is the uses and gratification media theory. This theory was propounded by Elihu Katz, Jay Blumler and Michael Gurevitch in 1974 ^[3]. The assumptions are as follows;

1. The audience is conceived as active. The viewers are goal oriented and attempt to achieve this through the media source.

2. In mass communication process, initiative in linking need gratification and media choice lies with the audience member. People use the media to their own advantage than the media use them. The receiver determines what he absorbs and does not allow influencing them otherwise.
3. There is competition between the media and other sources of need satisfaction. The idea is that each individual has several needs. They have created a wide range of choices that will meet their needs. The strongest rival to media based source includes: face to face communication. This can help an individual to cope with the circumstances surrounding them most effectively. In view of this, mass communication must compete strongly with non media related sources and help create a need for itself as well as a proper balance between the two.
4. Many of the goals media use can be derived from data supplied by the individual audience members themselves. This means that people are aware of their motives and choices and are able to explain them verbally if necessary.
5. The theorist believes that the audience can only determine the volume of the media content. It is the individual audience members who make the decision to view the media. Therefore, they place values on it by their individual decision to view it.

The theory explained above can also be related to other forms of organizations in our society. This is because all organizations are involved in one form of communication or the other as they seek to achieve their yearly, short term or long term goals on a daily basis. Public relations is a concept that is practiced intentionally by people, groups, organizations and institutions that seek to create and maintain positive relationships with the different categories of people that it interacts with daily while fulfilling its mission and activities through well thought out strategies,

policies and interactions with employees and customers. Every organization (including teaching hospitals) is established to meet one identified need or the other in the society and to make as much profit as possible from meeting such need. The average organization faces a challenge in people patronizing it if it does not have good public reception and acceptance.

It is in ensuring that this does not occur that organizations create public relations oriented departments or go into contract with public relations consultancy outfits to ensure that they don't suffer from any form of public rejection. Public relations departments or consultancy firms employ appropriate public relations strategies to ensure that this is done over time. An evaluation of the usage of these public relations strategies to gratify the need of organizations over time is the core focus of this research.

2.2.2 The Perception Theory

The theory was propounded by B. Berelson and G. A. Steiner in the year 1964. Mass communicators want audiences to pay attention to their messages, learn the contents of the messages, and make appropriate changes in attitudes or beliefs, or produce the desired behavioral responses ^[3]. The perception theory tells us that the process of interpreting messages is complex and that these goals may be difficult to achieve. Selective Perception is the term applied to the tendency for people's perception to be influenced by wants, needs, attitudes, and other psychological factors.

Selective perception plays an important role in communication of any sort. It means that different people can react to the same message in very different ways. No communicator can assume that a message will have the intended meaning for all receivers or even that it will have the same meaning for all receivers. This complicates our models of mass communication.

Perhaps mass communication is not just a matter of hitting a target with an arrow, as some models suggest. The message can reach the receiver (hit the target) and still fail to accomplish its purpose because it is subject to the interpretation of the receiver.

The process of receiving and interpreting a message is referred to in communication models as decoding. The process involves perception or the taking in of stimuli through the senses and subsequent processing of that information. Three other processes which are similar to selective perception sometimes come into play in mass communication. These are: selective exposure, selective attention and selective retention ^[4]. Selective exposure is the tendency for individuals to expose themselves to those communications that are in agreement with their existing attitudes and to avoid those that are not. The notion of selective exposure follows nicely from Festinger's theory of cognitive dissonance which suggests that one way to reduce dissonance after making a decision is to seek out information that is consonant with the decision.

Selective attention is tendency for individuals to pay attention to those parts of a message that are consonant with strongly held attitudes, beliefs, or behaviours and to avoid those parts of a message that go against strongly held attitudes, beliefs, or behaviours. Selective retention is the tendency for the recall of information to be influenced by wants, needs, attitudes, and other psychological factors.

The selective processes can be thought of as four rings of defences, with selective exposure as the outermost ring, followed by selective attention, and finally selective retention. Undesired information can sometimes be headed off at the outermost ring. If a person expects a mix of information in a message, he or she can pay selective attention to only the parts of the message that are agreeable. In relation to this research, a customer cannot be satisfied if he or she is not of the opinion that his or her needs have been met successfully by an organization through its public

relations strategy and activities. It is the role of public relations to ensure that all negative perception are eliminated from the mind of the customer. This is done through making the appropriate information available to the customer on or before time.

The said information must be packaged in an appealing manner through a particular medium that the average customer is exposed to regularly. It must be presented using understandable words and images that are within the vocabulary context and cultural context of customers as individuals and members of the society. Its only when the public relations personnel is fully accustomed to the nature and characteristics of the customer that a range of activities can be created to ensure that customer satisfaction is gotten.

2.1 Literature Review

2.1.1 Organizations In The 21st Century

The survival of any organization and the acceptance/usage of its product or services depend largely on the relationship it has with members of the society who form its internal and external stakeholders. Our society is one that is filled with various forms of organizations that exist for different functions. Organizations are collectivities of people with a shared mission or interest. They are combination of groups formed in such a way that large tasks may be accomplished. Thus, an organization might be a corporate body employing thousands of people or a small voluntary group such as a baby-sitting circle, local parent group, a music society, a football club or a hospital ^{[5][1]}.

The concept of corporate communication exists within an organization. Corporate communication is a form of communication that takes place in a corporate organization or between two or more corporate entities. It works as an instrument of management by which all

consciously used forms and channels of internal and external communication are harmonized as efficiently and effectively as possible to create a favorable basis for relationship with various stakeholder groups. In other words, corporate communication helps in managing perceptions and ensuring effective and timely dissemination of information; creating a positive corporate image and ensuring smooth and long term relationship with all stakeholders [6].

Corporate communications forms a very important part of the organization, and hence, its placement is equally important. Corporate communication foundation and existence can be traced to public relations. Corporate communication covers marketing, organizational and management communication. Marketing communications consists of those forms of communication that support sales of particular goods or services. This includes advertising, sales promotion, direct mail communication and others.

Organizational communication is used generally to cover PR, public affairs, investor relations, labour market communication, corporate advertising, environmental communication, corporate communication and others. Experts believe that organizational communication encompass heterogeneous type of activities which have only few things in common. Management is described as 'accomplishing work through other people'. Management includes functions such as planning, organizing, commanding, coordinating and controlling. Management communication is used in various staff and line functions in an organization [6].

Harold Burson, founder chairman, Burson-Marsteller says corporate communications is one of the many subsets of public relations and under that umbrella, you can have relations with advisory services, investor relations, internal communications, marketing support, litigation support and so on [6]. This research seeks to examine the contribution that the practice of public relations in any organization makes the satisfaction of the consumer in the usage of the products

and services being produced or rendered by the organization. Hence, the need to explain in details the concept of publics, public relations and public relations strategy.

2.1.2 Public Relations

The word 'public relations' is a combination of two words, public and relations. A public is any group that has an actual or potential interest in or impact on a company ability to achieve its objectives. It entails the analysis of organizational actions which may have an impact on relationships with customers and contractors or the reputation of the organization. Thus, 'public' can be defined as a subset of the set of stakeholders for an organization that comprises those people concerned with a specific issue [7].

Public has to do with anything that affects everyone around while relations has to do with the activities that help one build a good image, rapport and affinity with people around. Public relations is something we all do daily as we go about meeting our targets, improving ourselves, branding a product, managing crisis in the society. In an organization, public relations is the management function that creates, develops, and carries out policies and programs to influence or change public opinion or public reaction about an idea, a product, or service. Public relations exist in all sectors at different levels [5].

Public relations is an aspect of communications that involve promoting a desirable image for a person or group seeking public attention. It originated in the United States in the early 20th century with pioneers such as Edward L. Bernays and Ivy Ledbetter Lee. It involves two-way communication between and organization and its publics. It requires listening to the constituencies on which an organization depends as well as analyzing and understanding the attitudes and behaviours of those audiences [8].

Strategic public relations is concerned with managing the relationship between an organization and a much wider variety of stakeholders or audiences and range of priorities at any given time. Public relations is practiced in organizations ranging from SMEs to transnational and multinational corporations. Public relations practitioners develop, execute and evaluate organizational programmes that promote the exchange of influence and understanding among an organization's constituent parts and publics ^[9].

Public relations activities in the modern world help institutions to cope successfully with many problems, to build prestige for an individual or a group, to promote products, and to win elections or legislative battles. The majority of public relations workers are staff employees working within a corporate or institutional framework. Others operate in public relations consultancy/counseling firms.

In any organization, the public relations personnel keep management informed of changes in the opinions of various publics (that is, the groups of people whose support is needed): employees, stockholders, customers, suppliers, dealers, the community, and government. These professionals counsel management as to the impact of any action—or lack of action—on the behavior of the target audiences. Once an organizational decision has been made, the public relations person has the task of communicating this information to the public using methods that foster understanding, consent, and desired behavior. For example, a hospital merger, an industrial plant closure, or the introduction of a new product all requires public relations planning and skill. Public relations activities are a major part of the political and economic process in many nations. Politicians seeking office, government agencies seeking acceptance and cooperation, officials seeking support for their policies, organizations seeking to create a good image and foreign governments

seeking aid and allies abroad all make extensive use of counseling services provided by public relations practitioners.

Public relations also play an important role in the entertainment industry. The theater, motion pictures, sports, restaurants, and individuals all use public relations services to increase their business or enhance their image. Other public relations clients are educational, social service, and charitable institutions, trade unions, religious groups, and professional bodies such as the Nigerian Medical Association, Nigerian union of journalists, etc. The successful public relations practitioner is a specialist in communication arts and persuasion. The work involves various functions including the following:

- 1) Programming. This has to do with analyzing problems and opportunities, defining goals, determining the public to be reached, and recommending and planning activities.
- 2) Writing and editing materials such as press releases, speeches, stockholder reports, product information, and employee publications.
- 3) Placing information in the most advantageous way that will have impact on people's purchasing power.
- 4) Organizing special events such as press functions, award programs, exhibits, and displays.
- 5) Setting up face-to-face communication, including the preparation and delivery of speeches.
- 6) Providing research and evaluation using interviews, reference materials, and various survey techniques.
- 7) Managing resources by planning, budgeting, and recruiting and training staff to attain these objectives.

Specialized skills are required to handle public opinion research, media relations, direct mail activities, institutional advertising, publications, film and video production, and special events. Although its activities, goals, and effects have been subject to severe criticism at various times, public relations remain a significant force in all sectors of a nation. From the above, it can be derived that public relations are the activities that a person, group, company or association gets involved in from time to time. These activities are aimed at rectifying, improving and sustaining the image of that person, group, company or association. Public relations is something we all do daily as we go about meeting our targets, improving ourselves, branding a product, managing crisis in the society. Without the public present in the society, there can't be public relations. The following are the publics that any organization in the world will typically have:

1. Employee: an organization's employees are its lifeblood, its family. Good public relations begin at home with company newsletters, social events and internal and external recognition of superior performance.
2. Stockholders: stockholders own the organization (if it's a public corporation). They are 'family' as well, and their goodwill is necessary for the business to operate. Annual reports and stockholders meetings provide a sense of belonging as well as information.
3. Communities: An organization has neighbors where it operates. Courtesy, as well as good business sense, requires that an organization's neighbor be treated with friendship and support. Information meetings, company sponsored safety and food drives and open houses strengthen ties between organizations and their neighbours.
4. Media: very little communication with an organization's various publics can occur without the trust and goodwill of professionals in the mass media. Press packets, briefings and facilitating access to organization newsmakers build that trust and good will.

5. Government: government is 'the voice of the people' and as such, deserves the attention of any organization that deals with the public. From a practical perspective, governments have the power to tax, regulate and zone. Organizations must earn and maintain the goodwill and trust of the government. Providing information and access through reports, position papers, and meetings with personnel keeps government informed and builds its trust in an organization. The government is also target of many PR efforts, as organizations and their lobbyists seek favorable legislation and other actions.
6. Investment communities: corporations are under the constant scrutiny of those who invest their own money, invest the money of others or make recommendations on investment. The value of a business and its ability to grow are functions of the investment community's respect for and trust in it. As a result, all PR efforts that build an organization's good image speak to that community.
7. Customers: customers pay the bills for companies through their purchase of products or services. Their good will is invaluable. That makes good PR, in all its forms, invaluable ^[9].

It is essential to note that this study is aimed at evaluating public relations strategies in teaching hospitals with specific focus on University College Hospital, Ibadan. The practice of public relations in any organization can be traced to the practice of the following represented by personnel or departments created for their sole purpose:

- i. Community Relations: is the command function that evaluates public attitudes, identifies the mission of an organization with the public interest and executes a programme of action to earn public understanding and acceptance. The underlying principle of community of community relations is that when a company accepts its civic

responsibility and takes an active interest in the well being of its community, then it gains a number of long term benefits in terms of community support, loyalty and good will ^[10].

- ii. Customer relations: British Institute of Customer Relations defines customer relations as the deliberate, planned and sustained efforts to establish and maintain mutual understanding between organizations and its publics. In an organization, customer relations is the management function that creates, develops and carries out policies and programmes to influence or change public opinion or public reaction about an idea, a product or service. Customer relations exist in all sectors at different levels ^[5].
- iii. Employee Relations: This type of public relations responds specifically to the concerns of an organization's employees or members and its retirees and their families. The goal is maintenance of high morale and motivation. The relationship of the employees with the employer is so important so that they can always speak well of the organization and as such should not be ignored ^{[1][10]}.
- iv. Financial Relations: Financial relations is a reach out for the gains of good understanding, good opinion, good attitude, trust, rapport of the financial and investment publics to an organization. It is the application of public relations techniques of communication, liaison and sensitivity to these special publics ^[11]. It is practiced by corporate organizations. It is the enhancement of communication between investor-owned companies and their shareholders, the financial community (for example, banks, annuity groups and investment firms), and the financial public. Much corporate strategy such as expansion into new markets and acquisition of other companies is dependent upon good financial public relations ^[10].

- v. Government Relations: government touches every aspect of the society and virtually every facet of government is closely tied to and reliant upon public relations. The purpose of democracy itself closely matches the purpose of public relations. Successful democratic governments maintain responsive relationships with constituents based on mutual understanding and two way communication. Government public relations which many embrace by terms such as public affairs, public information and public communication have developed as a political and administrative response to achieve various organizational goals. They are a key component of the administrative system specifically designed to bridge the gap between popular and bureaucratic governments ^[11].
- vi. Industrial Relations: has to do with the existence of mutual relationships between companies in the same or different industries or sector of the economy. Companies must interact not only with their own customers and stakeholders but also with other companies in their line of business; both competitors and suppliers. In addition, they must also stand with one voice in dealing with various state and federal regulators in order to ensure the maintenance and prosperity of the industry as a whole ^[10].
- vii. Crisis Management: A crisis can thus be defined as a very unusual situation that may threaten an organization's business, reputation, image and relationships or ...harm its publics... threats are regarded as external threats from the market or the surrounding environment ^[12]. When crises happen (expected or unexpected), they have to be managed so it won't have a negative effect on the relationship between the organization and its various publics, hence the need for it to be managed effectively by the public relations officer, department or consultant attached to the organization.

Crisis management has to do with the readiness of an organization or institution to deal with the challenges provoked by crisis situations. The crisis management principle reckons with the potential for crises everywhere and splits its management into three segments – prevention, preparation and planning. It is the responsibility of the public relations officer to recognize potential crises on time and do everything he can to avoid it if it is a known crisis. If it is unavoidable, he must prepare ahead to manage the crisis so that it will have a minimum or no effect on the organization. In preparing, he must also plan and take the best decision or strategy on how to minimize its effect and damage most especially if it is a crisis that is unknown and unexpected to happen in the organization.

Crisis management is a preventive public relations practice that seeks to prevent crises from happening and to plan emergency public relations plan ahead of natural causes that are not preventable. The effective management of the consequences of crises can lead to the maintenance of the mutual relationship between the organization and its publics. The way the public relations officer as the front man of the management handles different crises will determine how long it will keep its customers and how long the organization as a whole will exist.

“A reputation that took a lifetime to create can be destroyed in seconds ... a mishandled response, inappropriate act ... poorly timed reorganization. ... However, the well managed and reputation conscious company need not remain defenseless when faced with a damaging reputation. ... Restoring a company’s reputation is a monumental – if not impossible – task ... the most effective strategy is an apology from the CEO ... the second most recommended approach to reputation recovery is commitment to being a better corporate citizen” [13].

This statement highlights the importance of crisis management in any organization as it shows how important the image of an organization is in the mind of its publics both internal and

external. The reputation or image damage of any organization can lead to loss of profit and eventual bankruptcy of such organization. A crisis should be well managed and the management of the organization should do anything it takes to ensure that not only is the crisis well managed but does not happen if it can be prevented. The management of the organization should also ensure that there is an effective communication network between an organization and its publics to engender understanding, acceptance, goodwill, respect, efficiency, good welfare, mutual support and cooperation ^[14].

- viii. Marketing Communication: it is one of the conceptual forms of communication that is practice by people and organizations existing in various societies. It is a combination of activities designed to sell a product, service or idea. It can include the creation of advertising; generation of publicity; design and packaging, point-of-sale displays and trade show presentations; and design and execution of special events ^[10].
- ix. Media Relations: this involves working with various media for the purpose of informing the public of an organization's mission, policies and practices in a positive, consistent and credible manner. The goal of media relations is to maximize positive coverage in the mass media without paying for it directly through advertising ^[11]. It also involves the public relations professional maintaining good relationships with professionals in the media, understand their deadlines, and other constraints and earn their trust ^[10].
- x. Events Management: this is a deliberate and careful plan of action for, and implementation by corporate, institutional, political, other formal and informal groups of people or individuals in hosting an event or series of events for the purpose of passing across specific messages or objectives using appropriate human, material, fiscal and technological resources to enhance successful outcomes including the safety, satisfaction

of the immediate (primary) audience and remote (secondary) beneficiaries, as well as evaluation of success with the desire to reaping optimum good will, recognition and media publicity among various expectations ^{[11][15]}.

- xi. Corporate social responsibility: it is concerned with the way an organization exceeds the minimum obligation to stakeholder specified through regulation and corporate governance. This includes consideration as to how the conflicting demands of different stakeholders can be reconciled ^[16]. It is a form of corporate self regulation whose goal is to embrace responsibility for the company's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere ^[11].
- xii. Sponsorship: is a cash or in-kind fee paid to a property (which may be a sports, entertainment, or nonprofit event or organization) in return for access to the exploitable commercial potential associated with that property ^[17]. An organization may resort to sponsorship of several events by providing financial or material support for some independent activity not necessarily linked to the organization normal business, but which the sponsoring organization would hope to benefit and thereby generate public relations and enhance both image and their marketing communication activities. The image of the sponsoring organization will be boosted while the recipient of the sponsorship will benefit in cash or kind ^[1].

Public relations specialists establish and maintain relationships with an organization's target audience, the media, and other opinion leaders. Common responsibilities include designing communications campaigns, writing news releases and other content for news, working with the press, arranging interviews for company spokespeople, writing speeches for company leaders,

acting as an organization's spokesperson, preparing clients for press conferences, media interviews and speeches, writing website and social media content, managing company reputation (crisis management), managing internal communications, and marketing activities like brand awareness and event management

Success in the field of public relations requires a deep understanding of the interests and concerns of each of the client's many publics. The public relations professional must know how to effectively address those concerns using the most powerful tool of the public relations trade, which is publicity. It is worthy to note that the above divisions of public relations are considered by any organization worth its salt in planning its composite public relations strategy in order to retain its numerous customers at all times. This makes it necessary to examine the concept of public relations strategy as it is practiced and defined in today's global village.

2.1.3 Public Relations Strategy

It is not enough for the public relations personnel, unit, department or consultancy firm to have conceptual knowledge of public relations. The essence and impact of public relations can only be felt by an organization when those saddled with its image and relationship making and sustenance strategically create a plan over time to ensure that this is done. Strategy is a very important factor in the success and growth of corporate organizations ^[18].

Merriem Websters dictionary defines strategy as the art of devising or employing plans towards a goal. There are five uses of the word 'strategy:

1. A plan as a consciously intended course of action.
2. A ploy as a specific manoeuvre intended to outwit an opponent or competitor.
3. A pattern representing a stream of action.

4. A position as a means of locating an organization in an environment.
5. A perspective as an integrated way of perceiving the world ^[9].

Strategy offers us a road map for achieving a mission or an objective. It can be defined in the context of ‘strategic planning’, ‘action plan’, ‘intended course of action’, ‘specific direction’, ‘the means or process’, ‘specialized techniques’ through which an organization chooses to achieve its public relations objectives or mission or goal. The proper or poor management of the strategies that can be used by an organization will have positive or negative impact on the reputation and image of the organization ^[19]. This brings to fore the necessity to research into and evaluate the strategies being used by the public relations department of University College Hospital, Ibadan.

Although it differs from organization to organization, it is common practice for strategy making to take place at three levels, the macro or corporate, the micro or business unit and the individual/team or operational level. Whatever structure is being adopted by an average organization, processes must be coherent and so communication strategies between various levels have to be consistent ^[9]. This will help in ensuring that the public relations strategy being practiced by an organization (in this instance, teaching hospital) is understood by all parties involved and achieve its desired objectives.

The ability to maintain a positive public image is critical to achieving corporate objectives. As such every organization should have an interest in public relations. Developing a public relations strategy is instrumental to influencing the public image of an organization. A good strategy can help build rapport with customers, employees and the general public. The goal would be for the organization to have a good reputation coupled with name recognition in the community. A well

thought out strategy can be used as part of a comprehensive marketing plan and provide a road-map for a public response during times of crisis ^[19].

The following are five steps that can be used to create an effective public relations strategy:

1. Discovery: Discovery is a process an organization goes through to articulate what their business is, who the business serves and who in the community interacts with the business. This process is done through very specific strategy and research. For example: a homeless shelter may have a vision to “provide shelter to those who have temporarily lost the ability to provide for themselves.” This statement helps an organization understand who they are, what their mission is and who they serve.

The organization will then try to identify who in the community they interact with. In the case of a homeless shelter, it may be residents or businesses within the neighborhood they serve. The organization should have a goal to create a positive relationship with everyone they interact with. This is important because, in the case of a homeless shelter, a positive relationship can possibly increase funding, identify volunteer labor or foster collaboration for joint community projects.

2. Public relations plan: Developing the public relations plan is very similar to establishing business goals and should be done as part of a strategic planning process. Public relations goals and objectives should be focused on communicating what was learned in the discovery phase. It is important to have a well thought out communication plan for employees, the general public and those who interact with the organization.

Another part of the plan is developing a strategy for how the organization can be both proactive and reactive. The plan is **proactive** by marketing an organization’s products or services, increasing market share and name recognition as well as maintaining a positive public perception. The plan is **reactive** in how the organization plans to respond to unplanned or unforeseen events.

Having a written strategy is the key to facilitating a positive outcome. An important part of the plan is the identification of the person who speaks on behalf of the organization, the message that will be communicated as well as the tone of the message. It takes specialized training for someone to be able to field questions from the media so having a person with the right skill set and gifting is critical.

3. Public relations policy: PR policy should be written on the process to communicate or respond to any number of situations. This includes communicating with employees, the news media or communication as part of an advertising campaign. For example, using a press release to get the word out on new products or services is great. What and how information is communicated should be a critical part of the policy creation.

4. Plan Implementation: Implementing the plan according to policy requires budgeting, scheduling and a specific program to roll out the plan. Budgeting and timing of implementation is critical to the end result.

5. Evaluation: It is important to evaluate the performance of how well the plan is working. Having S.M.A.R.T. goals can provide measures to track success over time.

A good public relations strategy can help build relationships with customers, investors, donors, employees and the general public. Having a reputation for positive things such as being environmentally responsible, a great place to work, green or supportive of other social needs can do more to acquire new business than any paid advertisement. But more importantly, having a plan to quickly respond in the event of an unforeseen crisis, to demonstrate your commitment to making things right, can only reinforce the reputation you have worked so hard to earn ^[19].

2.1.4 Strategic Public Relations Steps

The ancient and enduring wisdom that nothing is new under the sun applies even to contemporary communication. Building credibility, maintaining trust, repairing misunderstandings and promoting ideas are part of the human impulse. Today's public relations practitioner deals with the same kind of problems that faced our predecessors last year, last decade, last century. Nothing is new but the timing, the tools and perhaps our insight into the problem-solving process. In order to solve these problems, the steps of strategic public relations must be applied if the public relations practitioner wants to worth his or her salt in today's global village. Strategic public relations can be divided into nine steps ^[20].

Below are the nine steps in details.

Step 1: Analyzing the Situation.

The first step in any effective public relations plan is to carefully and accurately identify the situation facing your organization. Your analysis of the situation is the crucial beginning to the process. It is imperative that all involved—planner, clients, supervisors, key colleagues and the ultimate decision makers—are in solid agreement about the nature of the opportunity or obstacle to be addressed in these programmes. Put simply, a situation is a set of circumstances facing an organization.

A situation is similar in meaning to a problem, if by “problem” you use the classic definition of a question needing to be addressed. Simply identify the situation without commenting on it. A situation is approached in either a positive or negative vein. That is to say, it may be identified as an opportunity to be embraced because it offers a potential advantage to the organization or its publics such as the side air bags, or it may be an obstacle to be overcome because it limits the organization in realizing its mission.

Step 2: Analyzing the Organization.

This step involves a careful and candid look at three aspects of the organization: (1) its internal environment (mission, performance and resources), (2) its public perception (reputation) and (3) its external environment (competitors and opponents, as well as supporters). The basis of effective communication is self-awareness. As such, strategists must have a thorough and factual understanding of their organization—its performance, its reputation and its structure—before a successful strategic communication plan can be created. They also seek to understand any factors that might limit the plan's success.

The second step of the strategic planning process involves a public relations audit, an analysis of the strengths and weaknesses of your organization or client. What follows here is a more elaborate analysis that focuses on three aspects of the organization: its internal environment, its public perception and its external environment. To create an effective communication programmes, you must take an honest look at your organization, identifying its weaknesses and limitations as well as its strengths. If your organization is second best, admit it to yourself and proceed from that basis. Don't delude yourself by pretending that your organization is something it's not. No successful public relations programme has ever been built on fiction, and it does not serve your purposes to overlook flaws or shortcomings within your organization.

Step 3: Analyzing the Publics.

In this step you identify and analyze your key publics—the various groups of people who interact with your organization on the issue at hand. Strategic Planning for Public Relations provides an objective technique for setting priorities among the various publics, helping you

select those most important on the particular issue being dealt with. This step includes an analysis of each public in terms of their wants, needs and expectations about the issue, their relationship to the organization, their involvement in communication and with various media, and a variety of social, economic, political, cultural and technological trends that may affect them.

One's ability to identify and analyze publics is the cornerstone of an effective public relations campaign. The two elements of this – identification and analysis – are equally important. First, address the right group of people, so as not to squander organizational resources or miss opportunities to interact with important publics. Second, carefully examine each public in order to develop a strategy to communicate effectively. A public is a group of people that shares a common interest vis-à-vis an organization, recognizes its significance and sets out to do something about it. Publics are homogeneous in that they are similar in their interests and characteristics. They usually are aware of the situation and their relationship with the organization. They think the issue is relevant, and they are at least potentially organized or energized to act on the issue.

Characteristics of a Public

1. A public is distinguishable.
2. A public is homogeneous.
3. A public is important to your organization.
4. A public is large enough to matter.
5. A public is reachable.

Good communication planning calls for the identification of an organization's various publics. As pointed out at the beginning of this section, there is no such thing as a general public. Rather,

each public is linked with the organization in a unique relationship. Over the years, sociologists studying organizations have developed the useful concept of linkages, which are the patterns of relationships that exist between an organization and its various publics. There are four useful categories of linkages: customers, producers, enablers and limiters. Customers are those publics that receive the products or services of an organization, such as current or potential consumers, purchasers, clients, students, patients, fans, patrons, shoppers, parishioners, members and so on. This category also includes secondary customers, who are the customers of your customers, such as the companies and graduate schools to which a college's graduating seniors apply.

Those publics that provide input to the organization are called producers. These include personnel such as employees, volunteers and unions; producers of needed materials such as suppliers; and producers of the financial resources such as backers, donors and stockholders. Enablers are those publics that serve as regulators by setting the norms or standards for the organization such as professional associations or governmental agencies, opinion leaders with influence over potential customers such as stockbrokers and analysts and groups that otherwise help make the organization successful such as the media.

Those publics that in some way reduce or undermine the success of an organization such as competitors, opponents and hostile forces are known as limiters. The same activist groups that were cited above as potential enablers can become limiting publics when the organization is unable to walk in step with them. Likewise, an unfriendly newspaper or television station can become a limiting public. Publics may be active on all of the issues important to the organization, active only on some popular issues, or active on single and often controversial issues.

Step 4: Establishing Goals and Objectives.

Step 4 focuses on the ultimate position being sought for the organization and for the product or service. This step helps you develop clear, specific and measurable objectives that identify the organization's hoped for impact on the awareness, acceptance and action of each key public. A good deal of attention is given to objectives dealing with acceptance of the message, because this is the most crucial area for public relations strategists.

A goal is a statement rooted in the organization's mission or vision. Using everyday language, a goal acknowledges the issue and sketches out how the organization hopes to see it settled. A goal is stated in general terms and lacks measures; these will come later in the objectives. In general, communication goals can be categorized as relating to three different types of management situations: reputation management goals, which deal with the identity and perception of the organization; relationship management goals, which focus on how the organization connects with its publics; and task management goals, which are concerned with getting certain things done. It is unnecessary, even unlikely, that every campaign will have each type of goal. Planners mix and match these as they consider appropriate to their specific campaign.

Public relations managers set the organization's goals in order to implement the organization's strategic plans. These overall plans may be identified in global documents, such as the strategic business plan, or in implementation guidelines, such as an annual strategic plan or a statement of priorities or directions. Whatever source they use, strategic communication planners should note that the organization defines what it means to be successful and then develop goals that grow out of this definition.

Before you set the specific objectives, it is useful to determine the position you seek with your publics. Having previously identified the relevant public relations situation in Step 1 and now having set your goal, ask yourself this simple question: What do we want people to think about

us? A successful approach to strategic communication in a competitive environment is to position the organization according to its own particular niche. Positioning is the process of managing how an organization distinguishes itself with a unique meaning in the mind of its publics, that is, how it wants to be seen and known by its publics, especially as distinct from its competitors. The concept of distinctiveness is an important one for all organizations. In most settings, organizations are known more by their distinctiveness than by their similarities^[20].

Organizations have found that the concept of positioning is fluid and some organizations have made successful attempts to reposition themselves to keep pace with a changing environment. It does this by conducting and analyzing research to determine just how it is perceived by various publics; it also considers the position held by its major competitors. The organization then identifies the position it would like to hold, seeking to distinguish itself from its competition. Having done all this, the organization develops a strategy to modify its current position or perhaps simply to maintain the niche it already holds. When we talk about positioning in public relations, we refer less to the presentation of the products or services and the messages about these, and more to perception—how we want our organization to be seen by our publics.

On the other hand, an objective is a statement emerging from the organization's goals. It is a clear and measurable statement, written to point the way toward particular levels of awareness, acceptance or action. Objectives often are established by communication managers responding to broader organizational goals. Like goals, objectives deal with intended outcomes rather than procedures for reaching them. A single goal may be the basis for several objectives. Management by objectives (MBO) is the process by which effective and efficient organizations plan their activities.

While the term MBO has somewhat gone out of favour, the approach remains useful. From this perspective, organizations don't merely do things because they can be done; rather, they act because managers have determined that they should act in order to further the work of the organization in some strategic and measurable way. Objectives also serve another purpose: They give the planner a reference point for evaluation. An ordered hierarchy exists among communication objectives, growing out of a logical progression through three stages of persuasion: awareness, acceptance and action.

Awareness begins the process, increasing gradually; interest then builds in stages, and attitudes bloom into an acceptable choice; verbal and physical actions are modified in steps. Whatever formula you use, remember: In your enthusiasm to resolve the issue, don't let your expectations get ahead of you. Develop a plan that will take your communication with each of your publics through each of the necessary steps. Make sure your message first reach your target publics, who will then agree with this message and finally act on it.

Step 5: Formulating Action Strategies.

Effective public relations involve deeds as well as words and strong programmes can be built only on solid and consistent action. Ideally, action and messages work hand in hand, complementing each other as the organization interacts with its publics. This step of the planning process will focus on your decisions about action strategies as you prepare to achieve your objectives. Strategic communication planners have many options about what their organization can do and say on any particular issue. These actions can be either proactive or reactive. In a proactive measure, the organization can launch a communication programme under the conditions and according to the timeline that seem to best fit the organization's interests.

Conversely, a reactive measure responds to influences and opportunities from its environment. Proactive strategies include both communication and action.

Public relations strategies initiated by the organization are called proactive strategies. These can be the most effective strategies because they are implemented according to the planning of the organization, rather than because of a need to respond to outside pressure and expectations from publics. Proactive action strategies include the enhancement of organizational performance, audience participation and special events, development of alliances and coalitions, sponsorships and sometimes activism. Key proactive communication strategies include the presentation of newsworthy information and the development of a transparent communication process. Proactive public relations strategies involves action strategies—tangible deeds undertaken by the organization in an effort to achieve its objectives. Let's look at the six categories.

Organizational Performance: The performance of the organization is the most important area to consider when weighing various strategic communication initiatives. Ensure that the organization is working at its highest possible level of quality for its customers. Public relations can't be expected to promote the good name of an organization that doesn't give good performance, and products or services should reflect a level of quality that meets the wants, interests, needs and expectations of key publics. A good reputation—an organization's most valuable asset—is built on performance rather than on mere words.

Audience Participation: This involves using strong two-way communication tactics and engaging your audiences and publics in your communication activities. One way to do this is to communicate about the audience's relevant interests rather than the needs of the message source

or the sponsoring organization. Audience participation can be built on activities that bring individual members of your publics into direct contact with the products and services of your organization. Another way to foster audience participation is by generating feedback. Create convenient ways your audience can respond to your message and engage in dialogue. Use techniques such as toll-free phone numbers, surveys, question-answer sessions, interactive Web sites and similar tools.

A complaints department can gauge customer satisfaction, minimize the loss of customers, and perhaps identify ways to prevent problems. Soliciting complaints can actually help an organization reduce customer dissatisfaction. It seems that people feel better about the source of their complaints when they actually have an opportunity to voice those complaints. After venting, they also feel better about the product or service they had complained about, according to the studies. You also can build into your programmes triggering events—activities that generate action among your key publics.

Special Events: These are staged activities that give the organization an opportunity to gain the attention and acceptance of key publics. Special events should be legitimate, meaning they are designed primarily as a means of engaging your publics and encouraging their interaction with your organization, with the potential for media attention being secondary. Opposite of this type of special event is the pseudo event, a gimmick or mere publicity stunt planned mainly to gain publicity and having little value beyond that. Another important requirement for effective special events is that they should be creative, with a spark of originality that sets them apart from the ordinary and the routine. Brainstorming with your colleagues sometimes can suggest an

approach that would be distinctive enough so that the special event can become literally “the talk of the town.”

Alliances and Coalitions: When two or more organizations join together in a common purpose, the combined energy offers a real opportunity for strategic communication initiatives. Alliances tend to be less formal, more loosely structured, and perhaps smaller than coalitions, but both seek to forge relationships, often new ones, with groups that share similar values and concerns. Using this strength-in-numbers approach, organizations try to compound their influence towards meeting objectives and to enhance their ability to break through barriers while trying to relate to their publics. The nature of alliances is that they generate energy and cooperation around a single and often narrow issue.

Alliances sometimes are made with internal publics, such as when a company convenes a task force of its employees to consider workplace concerns. Other alliances focus on external publics. For example, a health care system facing unprofitable duplication of services among several of its hospital sites might hold public hearings to discuss the problem and invite community input toward finding a solution, thus building an alliance with its publics. Sometimes organizations seek alliances with influential individuals, particularly with community leaders who are respected among the organization’s publics.

Sponsorships: Sponsorship is a significant strategy for programmes oriented toward community relations. It involves either providing a programme directly or providing the financial, personnel or other resources the programme requires. There should be a logical link between the activity being sponsored and the purpose or mission of your organization. Sponsorship can be based on

existing marketing relationships. Sponsorships can stretch a company's promotion money much farther than media advertising, at the same time creating more intensive relationships between the organization and its publics. Successful sponsor organizations find ways to attract continuing visibility and reputational benefits. A parallel principle of sponsorship is to give away something that you already own. But there's also an element of self-service, as there is with every good sponsorship. Finally, sponsorship involves a strong component of volunteerism.

Activism: is a confrontational strategy focused mainly on persuasive communication and the advocacy model of public relations. A strong strategy to be used only after careful consideration of the pros and cons, activism offers many opportunities for organizations to present their messages and enhance their relationship with key publics, particularly their members and sympathizers. Activism generally deals with causes or movements, such as social issues, environmental matters and political concerns. Consider some of the tactics associated with the strategy of activism: strikes, pickets, sit-ins, petitions, boycotts, marches, vigils, rallies and outright civil disobedience. Activists often make effective use of the news media because their tactics involve physical protests and thus are highly visible. Effective activism often has an element of the publicity stunt, but nonetheless newsworthy action done as much for the television viewers as for any other public.

When accusations or other criticisms have been made, an organization is thrown into a reactive mode. In responding to outside forces, organizations should develop objectives such as gaining public understanding, maintaining and restoring reputation, and rebuilding trust and support. The classical term for a communication response to negative situations is **apologia**, a formal defence that offers a compelling case for an organization's opinions, positions or actions. An apologia

could include an apology, but it is much more. Through an apologia, an organization explains its actions and positions with a clear eye toward convincing critics of its rightness. An apologia offers an organization a strategic opportunity to manage its reputation in the wake of accusations of wrongdoing. One approach is to offer an explanation and if necessary a defence, statements of regret and disassociation tactics to separate the organization from the problem.

Another approach to public relations response strategy considers **the theory of accounts**, which refers to the use of communication to manage relationships in the wake of rebuke or criticism. Accounts can range from defensive to offensive. One type of strategy actually involves pre-emptive action, which is taken before the opposition launches its first charge against the organization. This strategy is called a **pre-buttal**. The concept of pre-buttal is based on the observation that the first one to tell the story sets the tone, against which all alternative versions must compete.

It's a lesson you may have learned in elementary school, when your sister or brother beat you home with a story of how you got into trouble on the playground. Following that account, your own version may have been not only second place but somehow second best. The first telling of the story becomes normative, and other versions are considered in light of the first account. The same thing holds true for organizations. When something bad is about to happen, organizations can do more than merely brace for the aftershock. Carpe diem! as the Romans said. Seize the day! Public relations planners sometimes use offensive response strategies such as **attack**, **embarrassment** or **threat** in response to criticism. An attack is an offensive response strategy of claiming that an accusation of wrongdoing is an attempt to impugn the organization's reputation by an accuser who is negligent or malicious. Often the objective behind this strategy is to encourage an opponent to retreat or at least to refrain from future criticism. Use this approach

only when a strong case can be made that accusers have grossly overstated the organization's involvement in a problem.

A related offensive strategy is **embarrassment**, in which an organization tries to lessen an opponent's influence by using shame or humiliation. Making a **threat** is another offensive strategy, involving the promise that harm will come to the accuser or the purveyor of bad news. The threatened harm may be in the form of a lawsuit for defamation, for example. Use public threats only if the information cannot be disputed in some other way, and beware of the obvious ethical concerns about misusing this strategy.

Another strategic communication response involves defensive response strategies such as **denial**, **excuse** or **justification**, all of which involve the organization reacting less aggressively to criticism. Denial is a defensive strategy in which the organization refuses to except blame, claiming that the reputed problem doesn't exist or didn't occur, or if it did, that it's not related to the organization. In the latter case, the claim generally is either one of innocence ("We didn't do it"), mistaken identity ("You have us confused with someone else") or blame shifting ("So-and-so did it"). But be careful in shifting blame, because the strategy can back fire if the organization was ultimately responsible. It is best to use the strategy of denial only when the case can be publicly supported and when it can be proven that neither the organization nor anyone associated with it was involved in the wrongdoing.

A commonly used defensive strategy is **excuse**, in which an organization tries to minimize its responsibility for the harm or wrongdoing. Excuse can take several forms, including provocation, lack of control, accident, victimization and mere association. The organization may claim provocation, essentially saying that it had no choice. A variation on the excuse theme is lack of control, in which the organization reports that its actions were forced upon it. Another excuse is

accident, in which the organization suggests that factors beyond anyone's control led to a problem. A related but even stronger excuse is victimization, in which the organization shows that it was the target of criminals. A final type of excuse deals with mere association, in which the organization claims that it more-or-less inherited a problem.

Another defensive strategy is **justification** which admits the organization did the deed but did so for good reason. Like the excuse response, justification has several subcategories. One type of justification is based on good intention, in which an organization attempts to soften the blow of bad results by claiming that it was trying to accomplish something positive. Another type of justification is context, in which the organization asks its publics to "look at it from our side."

Idealism is a type of justification based on an appeal to ethical, moral or spiritual values, such as leaders of a church protest against the death penalty who explain that their actions, though perhaps unpopular with some church members, are nevertheless in line with, even commanded by, their religious principles. Another type of justification involves mitigation, with the admission that the problem occurred but that blame is lessened because of a factor such as impairment, illness, coercion, lack of training and so on. However, if the mitigating factor is the responsibility of the organization, the attempt at justification probably will fail.

Step 6: Using Effective Communication.

This step deals with the various decisions about the message, such as the sources who will present the message to the key publics, the content of the message, its tone and style, verbal and nonverbal cues, and related issues. Having identified your publics and established objectives for what is to be achieved, and having set into motion the way the organization is preparing to act to

achieve those objectives, it is time to turn your attention to how best to communicate. Since strategic communication is carefully planned communication, this is an important step.

At this stage of the planning process, begin treating your publics as the audiences with whom you are communicating and consider the various elements of effective communication. Who should present the message? What appeals should be made in the message? How should the message be structured? What words should be used? What symbols? Thousands of public relations and marketing messages bombard people each day— that’s more than three different messages every minute of every waking hour—most of them trying to sell something or gain support. Amid all this noise, how can your organization’s message stand out? It’s not easy, but effective communication can help your message rise above the clamour. Several different approaches to communication are used in public relations. Three varieties are worth particular attention: information, persuasion and dialogue.

Information

Information focuses on the content and channels of communication. It involves a message sent by a source to a receiver, with ideas encoded and interpreted through symbols (words or images) that are transmitted person-to-person or through some technical connection. Harold Lasswell offered a simple verbal formula of Message, Sender (Message Source), Feedback, Receiver (Message Destination) and noise. In this model of communication, a sender (which can be a person or an organization) encodes a message (using verbal and/or nonverbal symbols) that is

sent through a particular channel (such as a speech, a brochure, a phone call, etc.) to a receiver, who decodes (or interprets) the message.

The receiver in turn reacts and responds to the message by encoding feedback that is sent back to the original sender. Any communication context also involves noise, which is any interference that limits the ability of the channel to carry a message faithfully from sender to receiver. Such interference can be in the encoding or decoding of the message or in the channels used to transmit the message.

Persuasion

Another process of communication, persuasion, consciously attempts to influence people, using ethical means that enhance a democratic society. Persuasion is an inherent part of social interaction, something people everywhere do. Persuasion is neither deception, which relies on miscommunication, nor is it coercion, which relies on force rather than on communication. Nor is it propaganda, which is associated with half-truths and hidden agendas. Persuasion is particularly associated with the advocacy or asymmetric approach to strategic communication, in which an organization presents its point of view in an attempt to convince its publics to give their agreement and support. The practice of persuasion is widespread and popular. In marketing, for example, most companies try to convince potential consumers to buy the company's products or services. In public relations, organizations try to convince publics to agree with this concept, support that candidate, or follow certain procedures.

Dialogue

Dialogue involves the deeply conscious interaction of two parties in communication. It involves a sincere and competent attempt at mutual understanding. Dialogue involves four goals useful to public relations:

1. To provide for an information exchange between individuals or groups
2. To help communication partners make responsible and personally acceptable decisions
3. To help revive the original vitality of a relationship
4. To foster a deep relationship that continues to unite communication partners ever more closely

In the practice of strategic communication, there is a role for each type of communication model: information, persuasion and dialogue. Information approaches to communication often focus on the message sender, while persuasive communication deals with the content of the message. Dialogue, in turn, emphasizes the relationship between the parties in the communication process. Each of these elements is important to public relations, which necessarily deals with the actors in the communication process, the messages shared between them, and their relationship.

Step 7: Choosing Communication Tactics.

Communication tactics are the visible elements of a strategic plan. They are what people see and do – web sites and news releases, tours and billboards, and so much more. Tactics are also the elements of the plan that can carry a hefty price tag, so planning and coordination are particularly important. The range of communication tactics is extensive, and it is continually growing because of technological advances ^[20].

Media and media tactics are often divided into categories based on distinguishing features. Here are several frequently used pairs that describe types of media: controlled versus uncontrolled, internal versus external, mass versus targeted, popular versus trade, public versus non-public,

and print versus electronic. The first category of media is based on the organization's ability to control the content of its messages. Controlled media allow the organization to determine various attributes of the message – most importantly its content, but also its timing, presentation, packaging, tone and distribution. Examples of controlled media are newsletters, brochures and corporate videos. Uncontrolled media are those in which someone unrelated to the organization, such as a media gatekeeper, determines those message attributes. Examples of uncontrolled media tactics include news conferences and interviews [20].

The second category of media describes the relationship of the media to the organization. Internal media exist within the organization and thus parallel the previous definition of controlled media. External media, which exist outside the organization, may be controlled (such as advertising media) or uncontrolled (such as news media). Another category is defined by the size and breadth of the intended audience. Mass media are those that are accessible to most people such as television networks and the mainstream daily newspaper establishment. Targeted media have not only much narrower but also more homogeneous audiences. Examples of targeted media are special interest publications and broadcast programmes that appeal to a particular narrow audience.

The next category of media is also defined by its audience, and it is largely made up of publications such as newsletters, newspapers and magazines, although it also includes some broadcast programmes. Popular media focus on information of interest to people in their personal lives, including fashion, grooming, relationships, hobbies and self-help, as well as news and current events. These are the publications found at the supermarket or the book store. Trade media, on the other hand, generally are distributed via subscription and are read for professional or business purposes. They are a main focus for many public relations writers.

Another categorization defined by the audience is public/non-public media. Public media generally are accessible to everybody. Examples of public media are local newspapers and both commercial and public radio and television stations. Non-public media are more restricted in their coverage and their availability. They often choose to limit access and circulation to audiences drawn from specific occupations, professions or associations. Examples of non-public media are company newsletters, e-mail news groups, and magazines and other trade publications that circulate mainly to members of a particular industry or profession. The final categorization of media is based on the technical production methods of the medium. Print media are those that involve the printed word, such as newsletters, newspapers and magazines. Electronic media are based on newer technologies. Examples of electronic media include television (both broadcast and cable), radio, and computer-based media such as e-mail and Web sites ^[20].

The various communication tactics have been likened to items on a menu, so let's take the analogy a step further. When you order a meal, you'll probably cover the whole range of menu categories. Additionally, when you review the restaurant menu, you often make your selections based on a particular culinary focus. The same is true with strategic planning for communication. Now that you have considered items in each of the menu categories, you need to package them into an effective set of tactics to help you achieve your objectives. Consider how various tactics can be woven together; group some around the themes associated with your strategic planning from Steps 5 and 6. Remember: You don't need to be tied into a chronological implementation scheme just because you selected interpersonal items before those in the other categories. Let the natural relationship among tactics determine how they fit into your plan.

Step 8: Implementing the Strategic Plan.

Now that you have put together a full plate of ways to present your message, turn your attention to implementing these tactics. In this step you will consider some of the specifics of implementation, especially turning your inventory of tactics into a logical and cohesive programme. You also will deal with specific topics dealing with scheduling and budgeting for the programme. The campaign plan book is the formal written presentation of your research findings and programmes recommendations for strategy, tactics and evaluation. This report should be concise in writing, professional in style and confident in tone.

Here are some of the elements the plan book should include: title page with a programmes name as well as the names of the client organization, consultant or team members, and date; Executive summary; Table of contents; Statement of principles or philosophy statement; definitions of key concepts used in the book; situation analysis outlining your research and synthesis of the issue (Step 1), organization (Step 2) and publics (Step 3); presentation of recommendations for goals and objectives, strategy and tactics; schedule outlining the time and calendar considerations for implementing the various tactics; budget outlining resources needed for the programmes; evaluation plan with information on the methods to be used to measure the programme's effectiveness. This element of the plan is especially useful in competitive situations in which more than one consultant or agency prepares programme recommendations.

Step 9: Evaluating the Strategic Plan.

The strategic planning that began with research in step one comes full circle in this final step of the process. Here, you turn once again to research techniques, preparing to evaluate the effectiveness of your tactics in achieving your objectives once those tactics are set into motion.

Perform well at this stage and you may be able to soar above the competition, because public relations practitioners too often are weak in evaluative research. Professional workshops in evaluation and measurement always seem to draw large audiences. Surveys of public relations practitioners in all kinds of settings indicate that, while they may talk a lot about doing evaluative research, often their actions don't quite match their words.

It is sometimes difficult to know just what to evaluate and how to do so. Research is a specialty many practitioners have not mastered, perhaps not even studied. Another reason is that public relations measures may not be as precise as those used in areas such as finance, operations and safety. Still another difficulty in measuring public relations is that everything is in motion, clouding the possibility of an accurate count. Additionally, some public relations measures are negatives—to what extent did something bad not happen? How many negative opinions were minimized?

Research takes time, money and creative energy, three things public relations practitioners guard as precious commodities to be used in only the most important situations. So perhaps after all the explanations and excuses, it comes down to this: Evaluation is infrequent because public relations practitioners – or their bosses or clients – simply don't recognize its importance. Good evaluative research does not have to be costly or time consuming, nor is it beyond the means of an adequately prepared practitioner. Properly built into the overall strategic plan, evaluative research can increase the effectiveness of public relations. That's an advantage that should appeal to bosses and clients everywhere. Additionally, proper evaluation can enhance the prestige and role of public relations within an organization. And that's an even bigger advantage – one that every practitioner surely can recognize.

Programme evaluation is the systematic measurement of the outcomes of a project, programmes or campaign, based on the extent to which stated objectives were achieved. As part of the strategic planning process, establishing appropriate and practical evaluation methods wraps up all the previous plans, ideas and recommendations [20].

The plan for programmes evaluation is called the research design. It outlines the criteria for judging what is effective. The research design considers several issues: the criteria to be used to gauge success, timing of the evaluation and specific ways to measure each of the levels of objectives (awareness, acceptance and action). The research design may prescribe the various evaluation tools, and it should also indicate how the evaluation will be used. Note that this planning happens before any tactics are implemented. Although the design of evaluative research focuses on the results of the programmes, it is developed as part of the initial planning. It points to how evaluation will be conducted at the appropriate times.

Before you develop evaluation techniques, consider the criteria on which you will judge something to be effective. What yardsticks should you use? The appropriate standards vary with the objectives and the tactics, but here are a few general guidelines. Evaluation criteria should be (1) useful to the organization by being clearly linked with the established objectives; (2) realistic, feasible and appropriate as to cost, time or other resources; (3) ethical and socially responsible; (4) credible, with accurate data; and (5) presented in a timely manner.

There are three stages in the process of programmes evaluation: implementation reports, progress reports and final evaluation. Each is different; each is important. The first level of evaluation is to track the implementation of each tactic, making sure that it is proceeding according to plan. This implementation report documents how the programme tactics were carried out. In it, include a schedule of progress to date toward implementing each tactic, as well as any work remaining.

Identification of any gaps, defects or potential delays that could hurt the plan is done. Note any difficulties encountered and how they were (or might be) resolved. Discuss the efficiency with which the tactics were set in motion. Additionally, note the name of the person or group responsible for each tactic, as well as other personnel resources such as staff, freelancers and consultants. It might also be useful to include budgetary information, such as how much money has been spent or committed thus far.

It is important to monitor progress at various key points as the tactics are being implemented. Progress reports are preliminary evaluations, on which planners can make strategic modifications as they further implement the programmes. Such mid-course corrections can keep the project functioning at peak efficiency. In this way, the plan is used as a written guideline rather than a rigid rulebook. You can use information gathered during the course of the project to update strategy and tactics ^[20].

This type of in-process evaluation is important for public relations programmes. After a pilot project and following each significant step within the programme, evaluate whether the programme is unfolding as it was planned to do. Ask questions: Are the messages being disseminated as expected? Are they being understood? Are people responding as expected? If the answers turn out to be no, there is still time to make adjustments before the rest of the programme is implemented. This kind of evaluation allows a public relations plan to be a living document that enhances the atmosphere of open communication. It allows the planning organization to be impacted by its environment and by its publics.

Final reports, sometimes called summative reports, review the whole of the programme. They measure impact and outcome for the various tactics. The final evaluation gauges how well the tactics achieved what they set out to achieve, namely the various objectives ^[20].

2.1.5 HISTORY OF PUBLIC RELATIONS

According to Edward Louis Bernays, public relations is "practically as old as society". Patrick Jackson, a publisher of the Public Relations society of America (PRSA) asserts that "public relations arose from the basic need of building and improving human relationship which existed immediately God created Adam and Eve". The concept of Public Relations has been with man. The creation of Public Relations between the creator and the creature both brought harmony and understanding in their relationship. Public Relations, however, existed during the days of Moses. Moses was a stutterer and needed someone who would convey message to the Israelites on his behalf. Aaron, his brother was appointed; therefore, he was a link between the Israelites and Moses.

From the biblical perspective, Aaron was a public relations officer. Thus, Public Relations has been practiced, even if only amateurish, since the beginning of mankind. In ancient societies, human communication was limited by space and time. Due to the absence of modern technology, majority of the people lived simple lives in farms and small settlements; therefore, communication flow in the olden days was primarily personal. The potentials and application of public relations increased as societies became more urbanized, civilized and complex. As population increased, so did the problems of public relations.

Public relations as a paid profession began in 1900, when the first public relations agency, the publicity bureau, was founded. Ivy Lee and Edward Bernays, who are both referred to as the fathers of public relations, helped establish the field as a professional practice in the United State. Arthur. W. Page is considered the father of corporate public relations.

Archeologists in Iraq have uncovered a tablet dating from 1800BC. It provided farmers with information on sowing, irrigating and harvesting their crops. Julius Caesar fed the people of the Roman Empire constant reports of his achievements to maintain morale and solidify his reputation and position of power. Genghis Khan would send “advance men” to tell stories of his might, hoping to frighten his enemies into surrendering ^[21].

Public relations campaigns abounded in America and helped create colonies. Earlier settlers in the Americas would tell overstatements, half truths and lies to entice more settlers from Europe to the New World. The Boston Tea Party was a well organized media event organized to attract public attention for a good cause. It was a good attempt for a pseudo-event. George Washington employed the public relations acumen of Mason Weems in 1800 to burnish his reputation in a glowing and often fictitious bibliography “The Father of Our Country.”

In these examples, people and organizations used communication to inform, to build an image and to influence public opinion. In its earlier stages, public relations was associated more with propaganda than with useful information hence acquiring a deceitful, huckster image. In 1889, Westinghouse Electric established the first corporate public relations department to ensure that the company positions were always clear and in the public eye. Pioneer PR practitioner, Ivy Ledbetter Lee came to the aid of the railroad industry beset by accidents and strikes. He escorted reporters to the scene of trouble, established press centers, and distributed press releases and assisted reporters in obtaining additional information and photographs.

Public relations campaigns continued to take root in World War 1 spearheaded by George Creel in America. It was Edward Bernays who began to emphasize the value of assessing the public’s feelings towards an organization. Public relations professionals began representing their various publics to their clients just as they represented their clients to those publics.

Several factors have contributed into shaping the identity of public relations, influencing the way the industry does its job, and clarify the necessity for public relations in any organization. These include:

- Advances in technology made possible mass production, distribution and marketing of goods. Communication technology made it possible to communicate more efficiently and effectively with the ever larger and more specific audiences.
- Growth of the middle class which was better educated and more aware of the world around it, require information about people and organizations.
- Growth of organizations; as organizations grew bigger, the public saw them as more powerful and more remote. People became curious and suspicious about these organizations that seemed to influence all aspects of their lives.
- Better research tools were developed with sophisticated research methodologies and statistical techniques. This allowed organizations to better judge the effectiveness of public relations campaigns.
- Professionalization; numerous national and international public relations organizations helped to professionalize the industry and clean up its reputation.

The field became more established after World War II in part due to talent from war-time publicity efforts moving into the private sector. Trade associations, Industry publications and academic journals were developed. Some of today's largest public relations agencies were founded in the 1950s and began competing globally in Europe and Asia in the beginning of the 60's and 70's. The 1900's were marked by explosive growth for the public relations field ^[21].

2.1.6 HISTORY OF PUBLIC RELATIONS IN NIGERIA

The introduction of public relations practice in Nigeria was done through the initiatives of the colonial government and its obedient servants. Being an adjunct of Journalism, public relations became an important element in public communication in the colonial days. The pioneers were non-natives. The government felt the need for another branch of communication which would convey subtly, its feelings to the people without really going through the rigors of mental composition of communication acts.

During the Second World War in 1940, the government urged for more channels of communication which became more pronounced especially the need to present and analyze information about the war, this eventually led the government to establish an office of information where correct information about the war efforts was sent out to people through the wireless cable. This was in January 1, 1944.

Later in 1944, this information office was changed to public relations office to really make its functions strictly tailored towards image making and creating favorable impressions about the war itself. The public relations office began to play a role which served the Nigerian press and their consumers tremendously. It placed its information facilities at their disposal and provided them with photographs on the prosecution of the war. Two Nigerian newspapers, the West Africa Pilot and Daily Service wrote edition on this development calling for the setting up of a permanent public relations office as early as the early 1940's. It was this public relations outfit set up by the colonial government that metamorphosed into the Federal Information Service in 1950.

Public relations in Nigeria dates back to 1948 when the colonial office established a public relations office in Lagos, with similar offices in Ibadan, Kaduna and Enugu towns. A retired

British military officer was appointed with the brief to pacify Nigerian public opinion and make it receptive to imperialist propaganda. In subsequent years, UAC led the way with appointment of Major Parker, another retired British military officer as public relations Manager. Parker's success encouraged other Multinationals like Shell BP to appoint its own public relations executives, with the appointment of Nigerian national. Adekunle Ojora replaced Major Parker, while Kanu Ofonry was in charge in Shell BP. Other notable Nigerians that held public relations positions in Multinationals and Government agencies like Nigerian Railway Corporation, Nigerian Customs and Excise, include T.A. Awobokun, Bob Ogbuaju, Olu Holloway, Alex Akinyele, Segun Smith, Alex Nwokedi, Late Sam Epelle among others.

The Nigerian Institute of Public Relations was established in 1963 and attained charter status in 1990 with decree 16 (now Act of the Federal Republic of Nigeria). The law mandates NIPR to regulate the practice and the development of public relations as a profession in Nigeria. The law also makes it illegal to practice public relations under any title in Nigeria without NIPR certification. The objectives of NIPR include:

1. To promote and develop the art and science of public relations practice in Nigeria.
2. To establish, prescribe and ensure the observance of high standards of professional and ethical practice.
3. To provide facilities, advice and opportunities for executives to meet and discuss public relations problems and case studies, and thereby improve the standards of public relations practice in Nigeria.
4. To encourage the acquisition of professional qualifications in public relations through the provision of examinations and other facilities.

5. Build a credible and dynamic professional institution that is responsible to Nigeria's needs
6. To conduct research, collect and disseminate information on all aspects of public relations.
7. To publish journals, books, practice papers and guidelines
8. Promote professional excellence through members upholding the Code of Ethics, Code of Conduct and through the Professional Standards Guide (PSG). The PSG entrenches a system of lifelong learning as well as gaining stakeholders' commitment to high standard of PR practice to give more value and strategy to those the professional serves
9. Encourage a more relevant institute and more reputation sensitive society, by working with appropriate associations to generate sustained focus on the contributions of stakeholders in different sectors ^[8].

2.1.7 PUBLIC RELATIONS PERSONNEL AND CHALLENGES

This section seeks to discuss the kind of challenges that public relations personnel face in the planning and execution of public relations works. Public relations is the business, organizational, philanthropic or social function of managing communication between an organization and its audiences. There are many goals to be achieved by the practice of public relations, including education, correcting a mistruth or building or improving an image. Public relations officers ensure internal cohesion in the company by maintaining a clear communications network between the management and employees. Its first objective is to improve channels of communication and to establish new ways of setting up a two-way flow of information and understanding.

Public relations as a separate career option came into existence when lots of private or government companies and institutions felt the need to market their product, service and facilities. Public image is important to all organizations and prominent personalities. The role of public relations specialist becomes pertinent in crisis situations when the correct and timely transmission of information can help save the face of the organization. Public relations is broadly practiced for product publicity, corporate publicity, to have better relations with the government, to publish corporate publications like newsletter, bulletins, magazines for employees and so on by public relations personnel [22].

As public relations personnel, one must have excellent communication skills; both spoken and written to express thoughts clearly and simply. Public relations personnel should have an effective personality and the ability to get along with a wide range of people both inside and outside an organization are necessary. The personnel must be polite always as he has to work under pressure or provocation. The personnel must have an organizing ability when it comes to hosting press conferences, lectures, exhibitions and events. The personnel must have self-confidence and far-sightedness. The personnel should be able to understand human psychology and take decisions apt to the situation. The personnel must have analytical skills needed to interpret research information and plan activity. Public relations departments employ public relations specialists to write, research, prepare materials, maintain contacts and respond to inquiries.

The public relations personnel can also work for public figures like political parties, models and film stars to help them create public identity or public image. Public relation officers can find employment in the corporate sector, public sector, government agencies, tourist agencies, hotels,

banks and other financial institutions, private consultancy firms and so on ^[22]. In any organization, the public relations officer is expected to do at least one of these on a regular basis:

1. Advising top management on policy.
2. Participating in policy decisions.
3. Planning public relations programmes.
4. Selling programmes to top management.
5. Getting cooperation of middle management.
6. Getting cooperation of other employees.
7. Listening to speeches.
8. Making speeches.
9. Writing speeches for others.
10. Getting speakers for organization meetings.
11. Providing speakers for outside organizations.
12. Attending meetings.
13. Planning and conducting meetings
14. Attending conventions, conferences, symposia, etc.
15. Planning and managing conventions, conferences, etc.
16. Preparing publicity items.
17. Talking to editors and reporters.
18. Holding press conferences.
19. Writing feature articles.
20. Doing research on public opinions.
21. Planning and managing events.

22. Conducting tours.
23. Writing letters – both formal, corporate letters and individual ones.
24. Planning, writing and producing booklets, leaflets, reports and bulletins.
25. Editing house organs.
26. Supervising bulletin boards.
27. Designing posters and getting them printed.
28. Planning and sometimes directing films or videotapes.
29. Planning and preparing slide presentations and film strips.
30. Planning and producing exhibits and demonstrations.
31. Taking pictures or supervising photographers.
32. Planning and managing public relations advertising.
33. Making awards.
34. Meeting visitors.
35. Screening charity requests and
36. Doing almost anything else that involves contact with target publics ^[23].

It does not matter whether the practitioner is working for a government, the security agencies, a business enterprise or even a charity organization, the end result of all the jobs listed above is that the target publics become well disposed towards the organization ^[24]. The public relations practitioner is in charge of planning public relations programmes for any organization or corporation he or she is employed by. A plan in this case can be regarded as an arrangement for doing or using something, considered in advance. Thus a public relations plan is an arrangement for actions to be undertaken, over a stipulated period, considered in advance of the period, taking into view, factors such as the operating environment, the problems arising or existing, solutions

to be adopted, the objectives to be achieved, the cost of doing what we want to do, and assessing whether or not we reach the goals we set for ourselves or the organization we work for.

The plan is an exercise in scientific thinking and analysis, with particular reference to the demands of the public relations profession and of the client organization and its environment ^[23].

There are three basic forms of public relations plan. These are

1. Strategy or long term plan: this covers periods of 10 or more years, the upper limit being, sometimes, 25 years. It is a carefully articulated, comprehensive, systematically integrated plan; to project the gains of the organization to enable it respond effectively to challenges of the business environment, in a manner that will ensure the achievement of the desired long term objectives.
2. The short term plan: is usually of duration of 12 months.
3. The specific plan: it has to do with a particular event such as the opening of a new factory.

None of the three plans above is easy to build or execute. For while strategy uses statistics, policies, history and so on as bases to analyse trends, predict consequences and draw conclusions leading to formation of a long range plan, imponderables such as the human factor and crises of human causation or even unpredictable natural disasters may disrupt or completely destroy the most scientific forecasts. Also, the very detailed nature of a specific plan may be rendered nugatory by acts of omission which are not deliberate.

A public relations plan ought to be built around the underlying philosophy, personality and the fundamental objectives of an organization, taking into account, the amount of money available to carry it out. It must also reflect the differing characteristics of target publics in order to harmonize their interests with those of the organization. Naturally, the plan must show that the public relations practitioner has a clear picture of available media of communication and

relevance in reaching every target public. A sense of appropriate timing should inform the details of the plan. Regular flow of communication must link the organization and its publics so that there will hardly be any need for fire-brigade activity. Finally, a feedback mechanism is an absolute necessity in a public relations plan ^[23].

In contrast to the nine strategic steps in public relations planning explained above by Ronald Smith in 2002, the Nigerian Institute of Public Relations (NIPR) proposed a seven point planning model with the following features:

- I. Appreciation of the situation.
- II. The corporate positioning statement.
- III. Definition of objectives.
- IV. Analysing of the publics.
- V. Choice of media and techniques.
- VI. Budgeting and budgetary control
- VII. Evaluation of public relations services.

Because public relations is the nerve centre of sound business decisions, a public relations programme must be well planned like other functional areas of business. Models of planning dictate a disciplined approach to the planning process and a great deal of thinking with a thorough understanding of appropriate techniques, financial accountability and constant evaluation. All sound planning must be based on facts. The more time you spend on assembling facts, convincing top management and carefully planning the programme, the more the likelihood of success. Facts enable you to diagnose the public relations problems to be solved. As a public relations personnel, you need some form of research to ascertain the problems. Sources of problems are, of course, what the organization is doing, and the activities of its

publics, such as government and its regulatory functions, communication systems, etc. There are different categories of problems arising from the organization's image, communications, personnel recruitment and administration, economic expectations and regulations, political direction of the country, community relations as reflected in cultural diversities in regions of the country, business operations as they affect customers, distributors and competitors, laws and various other restrictive factors [23].

It is necessary to know that the execution of these jobs (sometimes as campaigns) comes with its challenges for the public relations personnel. The problems that hinder the practice of public relations by its personnel in Nigeria are as follows:

1. Poor Understanding of Public Relations Concept

Public relations practice are not well understood in the continent, that is, many organizations and individual do not understand the concept of the profession, though they engaged in it on a daily basis, yet they do not appreciate the role of public relations and hence do not have or consider public relations as an integral part of their daily activities.

2. Lack of Specialization in the Profession

Many people or professionals do not consider this as an area that needs much expertise. Many would rather major in science disciplines or business and still finds themselves in a public relations job. Most of those who occupy the positions of public relations in both government and private organization are not public relations major. Some claims to be practitioners simply because they are practicing journalist. Come to think of it, even those who eventually had training in public relations refuse to specialize in a particular aspect of public relations, just

because they want to keep every account that comes their way. E.g : Consultancy, Media Relations, Event management, PR Education, Reputation Management, Community Relations, Research and so on. Also, they want to do everything so they could make much money from practice. Money is a drive why so many people dive into public relations profession.

3. Language Barrier

Even with specialized courses, many African countries speak in native tribes; hence, it is hard to define a common or national language to pass the information to the masses. It is just of recent that most African countries are trying to settle down with one official language that will be suitable for everyone to communicate with. For instance, in Nigeria, English language is adopted as her official language, this was possible because the bid to settle for one of Nigerian three major languages proved abortive, hence, Hausa, Igbo and Yoruba.

4. Lack of Technological know-How

The world is developing many machinery like Computers, Scanners, Printers, Faxes, iPods, Tablets, Midgets, Recorder, Blackberries, etc to fasten both the field and office work, but it is a sad news that many Africans are not learned, they cannot effectively and efficiently operate these machines yet it. This is at the disadvantage of the profession in this continent. Those, who eventually can use them, rather preferred to flaunt them lieu of maximizing their technological potentials.

5. Infrastructural Limitations

These are majorly communication problems and lack of proper equipment to finance or fasten public relations duties. In case of a public relations function like sponsorship, such issues like bad or inaccessible roads can make your work a disappointment. Sometimes, you may want to convey your sponsors to the venue where a project is to be established, but if the road to the site is sick, then be sure that that campaign will surely be sick. Sometimes it could be power issues, in the case of Nigeria, power problem is inevitable. If you have packaged a media campaign that you want to get across to your targets at a particular belt of the broadcast schedule, when the time to disseminate the information reaches, and power is interrupted, be sure that the effort on that programme will be useless, as well as turning futile.

6. Lack of Ethics by the Existing Professionals and Organizations

Many people who are in the practice of public relations abuse the office and don't give many efforts to work. They sit in their offices waiting their salaries at month end, instead of brainstorming on how to boost their clients' reputation. Some organizations just designate their staff with the post of a public relations officer without knowing the job description of that office. They subject practitioners to errands and protocols, sometimes; they use them as personal assistants in the guise of a public relations officer.

7. Negative Cultural Habits, Attitudes and Taboos

Cultural practices are held in high esteem in Africa cum religious beliefs. If you prepare a campaign that tread negatively on this tenacious testaments you may fail to reach a mutual understanding with them. This also goes with diverse ethnic groups and their various tribes which are characterized by the continent. Hence, as you plan a campaign or advertising method you have to ensure not to go against particular groups' believes ^[25].

2.1.8 PUBLIC RELATIONS CAMPAIGNS AND TEACHING HOSPITALS

This section examines the impact of public relations campaigns on the image and reputation of university teaching hospitals. The successful design and implementation of public relations campaigns require creativity, flexibility and strong organizational skills. A campaign is a planned set of communication activities, each with a specific defined purpose, continued over a set period of time and intended to meet communication goals and objectives relating to a nominated issue: for example, a campaign to increase industrial safety ^[25]. While situations and circumstances will vary from campaign to campaign, there are some essential elements common to all public relations campaign planning.

In planning a public relations campaign, it is important to identify the challenges and problems being faced by the organization. The following are the key steps in public relations campaign planning:

1. **Forming problem statements:** Problem (or opportunity) statements identify a target public, and state both the problem and the reason for the problem. The communication problems and opportunities that can be solved using public relations tactics must be properly stated. Problems or opportunities must be cast in terms of either the thoughts or the actions of target publics. Defining the problem as a production design fault, for example, would not be relevant to a public relations practitioner (unless they were involved in cross-functional management problem-solving). This would be a more appropriate problem for an engineering manager. The guiding principle is that a problem/opportunity statement should not be written without knowing who the target

publics are, and what they think or feel, or what they may do. It is also useful to prioritise the problems.

2. **Research:** The public relations personnel or department should contemplate the research needed to undertake to plan the campaign. The pre-campaign research should be divided into 'secondary' and 'primary'. An analysis of organizational materials, library research, research of online databases, the internet and so forth should be undertaken. This research may provide the personnel with information on all aspects of the campaign, plus any relevant economic, social or regulatory issues, and current information regarding target publics. Some qualitative research using focus groups must be undertaken to:

- Define target publics.
- Unearth information to help develop a range of questions for subsequent formal quantitative questionnaire construction.
- Test effectiveness of planned key messages.

Primary quantitative research that involves a method of random sampling (for example random telephone sampling) to help establish a baseline of the publics attitudes/behaviours regarding the subject of the plan must also be undertaken. This will enable the personnel to undertake evaluative research. At evaluation points during—and particularly after—the campaign, the baseline can be measured against changes in target publics' opinions or behaviours. It will help the public relations personnel to measure the success or otherwise of the campaign.

3. **Identifying target publics:** The target publics are those groups or individuals with whom the public relations personnel must communicate to overcome the problems faced by the organization. The target publics are expected to comprise of people who interact with the organization regularly if not on a daily basis as it executes its aims and objectives.

4. **Setting goals and objectives:** Goals are generalised ends that can provide a framework for decision-making. Objectives are derived from goals, but they are specific and measurable. A goal is often the flip side of a problem or opportunity, because the purpose of most goals is to solve a problem or take advantage of an opportunity. A goal is often relatively abstract and may be difficult to quantify—for example, ‘We want to improve our reputation.’ An objective, on the other hand, is something that can be documented—it is observable. A set of goals is achieved only by achieving a subset of interrelated objectives. An objective is a strategic step along the way towards achieving a desired goal. Most often, public relations objectives describe ways to implement various components of the overall campaign. For example, a goal might be to increase public awareness, and a related set of objectives might be to prepare and distribute media releases, hold a media conference and contact community opinion leaders.

Good objectives should:

- Solve the problems or exploit the opportunities defined.
- Be consistent with the broader goals and objectives of the organization.
- Be achievable with chosen public relations tactical devices.
- Be specific and measurable.
- Be governed by a deadline.
- Specify the means by which they will be measured.

5. **Defining strategy and tactics:** A persuasive strategy is the means by which the personnel will convince the publics to think or do what the campaign requires. To determine the best tactics to use, the personnel should ask the following questions:

- Is the medium selected the best available to deliver the key messages to my target public, or would an alternative be more effective?
- What back-up tactical devices would be effective to repeat and/or reinforce the key messages?
- Is this the most effective tactical device at the personnel's disposal?

6. **Evaluation:** Although the personnel will have already provided deadlines and identified means of measurement for objectives, this segment allows the personnel to expand on the rationale for the selected measurement. He or she may need to consider the relative merits of quantitative as opposed to qualitative surveying. While sufficient time needs to be allowed to construct quantitative surveys, they have the advantage of providing—via a relatively small sample—an accurate indication (within the set margin for error) of the views of a large population. As discussed earlier, another benefit of this approach is the ability to compare results against the baseline of target public attitudes obtained at the research stage. The personnel will be able to see what level of impact the campaign had on the total public population. Note that, over the course of a lengthy campaign, a number of quantitative 'tracking surveys' may be used to enable the public relations practitioner to alter the frequency or distribution of tactics. Then again, sometimes qualitative surveying may be more appropriate where an indicative snapshot of attitudes is required (for example intercept surveying) or where in-depth information on the motivations of behaviour is required (for example focus groups).

Ethical implications of campaigns must be fully considered by the personnel before executing one. Many academics and practitioners have sought to emphasise, through texts and scholarly publishing, the ethical dilemmas that public relations practitioners

often face. How can they reach a morally right course of action? One suggestion for ethical public relations decision-making is by ‘implementing and maintaining inter-organizational communication systems which question, discuss and validate these and other claims’.

Many moral values originate from personal and religious beliefs, and provide some basis for determining appropriate behaviours towards others in professional practice. Every profession has a moral purpose. Medicine has health. Law has justice. Public relations has harmony—social harmony.

Public relations professionals keep information flowing among their employers and clients and stakeholders. Public relations practitioners are also bound by the ethics of their organization. An organization may express its ethical personality through a code of conduct, or state it in its mission and values statement. Professional associations emphasise, through their codes of ethics, the importance of guiding their members’ behaviours. However, not all public relations practitioners are members of professional associations or work for organizations that have a code of conduct ^[26].

A public relations campaign involves practitioners making decisions that affect key publics for the organization’s or client’s betterment. While the practitioner may engage in a campaign that is technically competent, it could also be the case that such a campaign is ethically inappropriate. For public relations to be considered a profession, its individual practitioners must display at all times both technical competence and ethically justifiable behaviour. How can the public relations practitioner approach the challenge of acting ethically?

The law requires every citizen to act in accordance with it, in society generally, in the workplace and in professional relationships. The law is therefore not necessarily a strong basis for acting ethically. Professional codes of ethics and organizational codes of conducts require public relations practitioners to examine further ethical principles, rules, models and standards that can help guide competent practice. These concepts will assist the practitioner in making ethical judgments and in their moral reasoning ^[27].

2.1.9 Public Relations In Hospitals

The practice of public relations in hospital can be split along the following line:

- Communicative methods
- Indications for measuring public relations

Communicative Methods

These methods employ means of communication in all possible forms to enable the hospital to convey its message to the public. Some of these are also inter-mixed with the intramural functions of the hospital and operative methods while others deal with Media. Communication Methods can be used in the following ways:

- 1) Providing appropriate information to patient's, their relatives and visitors at enquiry and registration, in-patient's discharge regarding his/her health status and follow up and discharge interview with attending physician can serve this purpose well.
- 2) An open house approach to the visitors without interfering in the routine medical care functions.
 - Large number of visitors to patients cannot be avoided in our peculiar socio cultural ethos.

- The queries of relatives and visitors can be satisfied if a doctor or senior nurse conversant with the ward is made available in the ward during visiting hours for this purpose.
- Administrative rounds by hospital administrators at different levels. However, they should be as informal as possible.

3) Signage and Name boards

- Easy to follow signage and boards.
- Floor plans displayed at strategic places.
- All rooms should be numbered.
- Patient information brochure and visitor guide.

4) Complaints, Compliments, Suggestions

- A provision to listen to verbal complaints instead of insisting on written ones, e- mails.
- Provision of a suggestion box at an appropriate place.

5) Hospital –Public Interactions

- Hospital tours by groups such as school teachers and students, members of various organizations, people's representatives, religious leaders, etc.
- Health fairs, Exhibitions, Special Clinics, Health awareness programs, Medical Insurance programs, Vacation volunteer programs, organize career day, etc.
- Holding of an annual Hospital day, Founders day and special events.

All this helps in projecting every aspect of the hospital's operations including some of the highly technical functions.

6) Advisory Committee

- Its role should be to suggest hospital administration the methods to overcome their shortcomings, and interpret the functioning of the hospital to the community.

7) Speakers Bureau

- CEO and Staff should use every opportunity to speak to other service organizations and institutions on health matters.

8) Advertising

- Talks, interviews and programmes on TV, Radio and Social Media.
- Outdoor methods – Billboards and Highway Signs.
- Newsletters and articles on medical topics, about hospitals in newspaper and magazines

[28]

Indicators For Measuring Public Relations

It helps to identify ways of improving medical care and ultimately translates into better and happier patients.

Patient Satisfaction Survey: this can be conducted by an outdoor survey agency or done as an In House survey. A survey questionnaire with options is provide to the patients to know their opinion.

General Opinion Poll: mostly pertains to a single question, situation o problem that needs an answer.

Number of complaints received: the less the number of complaints received, the better the public relations.

Extend of voluntary effort by community: Voluntary corps/volunteers are public spirited and service minded people providing extra services. They help patients, host things in patient care areas. The more the volunteerism in a hospital, the better the public relations practiced.

Turnover of medical staff: minimal turnover of staff is an indication of good public relations of the organization.

Consistency in attendance by patients: higher patient turn up when patients are reminded of their appointment as text message, e-mail or over the phone. The better the relation or contact with the patient, the more consistent the patient's attendance in the hospital will be.

Donations: hospitals primary mission is to treat and rehabilitate ill patients. Sometimes both the hospital and patient might fail to meet up with the charges needed for this. Donation and charitable contributions from the public come in handy in such vital situations ^[28].

Letter to the editors in local newspaper: all newspapers have a page where letters from the readers are published. If there is something in the news that you want to respond to or let the public know of some medical situation like arising epidemics, you can write a letter to the editor and make it published.

In-Patients leaving against medical advice (LAMA): When an in-patient expresses the desires to leave against the advice of the physician, AMA procedure is explained and the patient or responsible party signs the AMA form, thus accepting responsibility for their decision and it becomes a part of the medical records. The more LAMA patients a hospital have, the worse the hospitals public relations.

Public Relations Officer: public relations officer plan, develop, put into place, evaluate information and communication strategies that present at organization to the public, clients and stakeholders. They also promote good information flow within their organization. In smaller hospitals, the chief hospitals administrator or his deputy usually assumes this responsibility. However, larger hospitals will require a full time public relations officer.

The public relations officer must get to know the local press well. Local press can be hospitals principle helper in this regard. A hostile press can do a lot of harm. If an editor understands the hospitals problems, he can help enormously. When something has gone seriously wrong and consequences may be of public concern, legitimate information must be volunteered as early as possible. Clearance of all material intended for release must be controlled by the chief of public relations in the hospital. The material should be put on a format and released in a manner calculated to benefit the hospital. Information regarding the condition of hospital patients especially VIP's and very serious patients, should be guarded and preferably governed by an approval code. Interviews of patients by the press or taking their photographs should only be permitted if the patient or his/her relatives consent and if it is the hospital's interest.

Any medical staff information for public consumption should be cleared by public relations. No patient information should be released without a signed informed consent of the same. All questions about hospital operations and its patients should be cleared by chief public relations before being published publicly. Irrespective of the physical condition, the patients psychologically need a strong sense of recognition by nurses. Hospitals should strive to provide a high quality of service as well as educate the public on the hospital's problems and limitations. Hospital exists, functions, survives and grows as part of the social system and is influenced by the external and internal environment as in turn it influences them. Nursing service has an important role to play as the warmth, concern, perception, sensitivity and compassion are an integral to the art and business of healing. It can never be replaced by technology. Public Relations programming and activities cannot be a sporadic activity but has to be an ongoing process [28].

2.4 Teaching Hospitals

Health care is a service to the sick, the mentally and physically incapacitated members of the society who need medical attention and help. This service is provided by health institutions called hospitals, clinics, medical centres, etc. These health institutions are either publicly owned i.e. government hospitals, or privately owned. Other than public hospitals which are supported by the government, private health institutions, i.e. private hospitals and clinics, are business enterprises, which must be properly managed if they must survive, grow and prosper [29]. The term enterprise refers to a business, government agency, hospital, university, and any other type of organization” [30].

An hospital can be described as a building in which the sick, injured, or infirm are received and treated. It can also be said to be a public or private institution founded for reception and cure, or for the refuge, of persons diseased in body or mind, or disabled, infirm, or dependent, and in which they are treated either at their own expense, or more often by charity in whole or in part; a tent, building, or other place where the sick or wounded of an army cared for. It is a formal institution developed by the society for patient care. It is intended to meet the complex health needs of its members. It is a place for the diagnosis and treatment of human ills and restoration of health and well-beings of those temporarily deprived of these.

An hospital is an integral part of the social and medical organization, the function of which is to provide for the population complete health care, both curative and preventive, and whose outpatient services reach out to the family and its home environment. The hospital is a subsystem of a larger social system. The hospital subsystem again consists of various sub systems, like clinical services, diagnostic services, therapeutic services, support and utility services. The

present day hospital can be traced back as far as 542 AD at Hotel Dieu, Paris when the first hospital was established.

The word 'hospital' originates from the Latin word 'hospice'. A place where a guest is received is called hospitale, an institution for the care of sick and injured ^[31]. Today, we have different categories of hospitals focused on different things. Some hospitals are privately owned, some are government owned while others specialize in one aspect of medical practice or the other. As such, public hospitals, voluntary hospitals, nursing homes, corporate hospitals, general hospitals, rural hospitals, specialty hospitals, isolation hospitals and teaching hospitals are some of the hospitals we have in a typical global society.

Historical progression and the development of current teaching hospitals, medical schools and biomedical research originated from the people of many civilizations and cultures. Greeks, Indians, Syriacs, Persians and Jews, assembled first in Gondi-Shapur during the Sasanian empire in Persia, and later in Baghdad during the Golden Age of Islam, ushering the birth of current academic medicine. The accumulation of medical knowledge, its organization and its teaching are essential to ensure that the ever expanding base of scientific knowledge is passed on to future practitioners of medicine. Due to cultural bias and current regional political interests, even well intentioned historians, texts and teachers distort the true historical course of medical knowledge, its progression and practice.

Civilizations and cultures known to have provided the cornerstone for the development of medical knowledge are early Egyptians, Mesopotamians, Indians, Chinese, Greeks, Romans and Persians before the third century AD. However, there is little evidence in western teaching that their efforts were associated with the development of medical schools, teaching hospitals and the systematic medical training and verification of competence of trained physicians. The origin of

the teaching hospitals, medical schools and the rise of academic medicine are the cumulative contributions by the physician-philosophers of different epochs, religions and civilizations. During a pivotal epoch of human history they assembled in Gondi-Shapur in Persia, transforming medicine from magic and myth to scientific thoughts, thus ushering in the birth of teaching hospitals, medical schools and the rise of current academic medicine ^[32].

This research is focused on the evaluation of public relations strategies on teaching hospitals. Merriem websters dictionary defines a teaching hospital as one that is affiliated with a medical school and provide means for medical education. Nigeria is one nation that has a good number of teaching hospitals spread across the six geo political zones. According to the Federal ministry of Health, the following are the teaching hospitals that we have currently:

- Ahmadu Bello University Teaching Hospital, Shika, Zaria.
- Aminu Kano Teaching Hospital, Kano.
- Delta State University Teaching Hospital, Oghara, Delta State.
- Ebonyi State University Teaching Hospital
- Enugu State University Teaching Hospital, Parklane, Enugu.
- Imo State University Teaching Hospital, Orlu.
- Irrua Specialist Teaching Hospital, Irrua, Edo.
- Jos University Teaching Hospital, Jos, Plateau State.
- Ladoke Akintola University Teaching Hospital, Osogbo.
- Lagos State University Teaching Hospital, Ikeja, Lagos.
- Lagos University Teaching Hospital, Idiaraba, Lagos State
- Nnamdi Azikiwe University Teaching Hospital, Nnewi, Anambra.
- Obafemi Awolowo University Teaching Hospital, Ile-Ife

- Olabisi Onabanjo University Teaching Hospital, Sagamu, Ogun State
- University College Hospital, Ibadan, Oyo State
- University of Benin Teaching Hospital, Benin City.
- University of Calabar Teaching Hospital, Calabar.
- University of Ilorin Teaching Hospital, Ilorin, Kwara State.
- University of Maiduguri Teaching Hospital, Maiduguri, Borno State.
- University of Port Harcourt teaching Hospital, Port Harcourt.
- University of Uyo Teaching Hospital Akwa-Ibom State.
- University Teaching Hospital, Enugu, Enugu State
- Usman Dan Fodio University Teaching Hospital, Sokoto, Sokoto State ^[33].

2.4.1 University College Hospital

The University College Hospital, Ibadan is an affiliated hospital directly linked to the University of Ibadan in Ibadan, Oyo state. The hospital is located on Queen Elizabeth Road, Oritamefa, Ibadan. Its aims as a teaching hospital is to be the flagship tertiary health care institution in the West African sub region offering world class training research and services. The University College Hospital Ibadan was established about 70 years ago in November 1948. It moved to its current permanent site in 1957 from Ade Oyo and was officially opened to the public on 20th November 1957 at the cost of four and a half million pound sterling. The hospital is currently under the management team of Professor Tope Alonge, Dr. Victor Akinmoladun, Mr. Adeyemi Shiyabola, Dr. Hannah Dada-Adegbola and Dr. C.A. Okolo ^[34].

2.5 Empirical Review

Many communication scholars have carried out different researches on the relationship between public relations and the creation of a good image by organizations especially health oriented organizations like teaching hospitals across the globe. Many of these scholars have proved through their various researches that there is a relationship between employing a public relations strategy and the enjoyment of a good image by an organization from those that need its services in various ways.

Tengilimoglu, Yesiltas, Kisa and Dziegielewski did a research on the role of public relations activities in hospital choice in 2007. This study was done to examine the effect of public relations activities on consumer decisions and choice. The aim of this study was to explore the role of public relations activities and how these activities may influence hospital choice decision making among consumers.

Since the reputation and image of hospital is identified as a major consideration in hospital choice, attention needs to be given to creation of a positive image by improved public relation activities. This study supports this linkage and shows how public relations activities can be important in maximizing hospital choice factors such as closeness of hospital to patients' home or office and availability of successful physicians and health personnel. To maximize consumer service choices, public relations activities need to maximize and build impressions by the public related toward improving: the behaviors and attitude of personnel in the facility, the overall reputation and image of hospital, and the design of hospital for convenience of consumer care.

When recognized and used properly, public relation departments can serve as a means of introducing effective multi-wave communication between the immediate hospital community, governmental agencies, media, other health care institutions and the public utilizing this service.

Amujo and Melewar (2011) did a research on contemporary challenges impacting on the practice of public relations in Nigeria between 1990 and 2011. The study analyzed some contemporary challenges impacting on the practice of public relations in Nigeria from 1990, when the Nigerian Institute of Public Relations (NIPR) was officially recognized by the Federal Government through a charter called Decree No. 16 of June 1990 to 2011. The study explored conceptual models underpinning the practice of public relations in Nigeria. NIPR needs to surmount specific challenges affecting public relations in the country. Compliance with a code of conduct and knowledge of public relations law should be pursued as prerequisites for gaining public respect and professionalization. Inculcation of moral philosophy among practitioners and ensuring total compliance with the NIPR code of conduct in professional practice are suggested as the surest routes to guaranteeing the future of the public relations profession in Nigeria.

The increasing entry of academics to the field and the development of postgraduate degree programmes in Nigeria give hope that there will be a gradual development of a sound academic and research tradition that will accelerate professionalism. NIPR could encourage a holistic and a robust public relations education in the Nigerian higher institutions. Moreover, the NIPR could concentrate more on accreditation and certification of seamless public relations programmes for the purpose of quality control and standardization of programmes in the universities, polytechnics, and colleges. A good knowledge of public relations models will give practitioners an understanding of the ethical issues underlying public relations practice globally. Finally, the authors suggest further research be carried out on professionalizing public relations in Nigeria.

Hilmi and Emenyeonu (2014) did a study on the role of public relations departments in health information dissemination in hospitals: toward a successful health care delivery system in Oman. The study took a holistic look at the role played by public relations professionals in the

dissemination of health information in hospitals in Oman. The study reveals that public relations departments are not fully staffed (professionally), equipped and financed to operate as full-fledged units in the hospitals. The public relations departments do not engage in media relations, web casts/pods, initiating health campaigns and so on. It was emphasized that public relations function in hospitals primarily has to do with effective communication with key hospital clients including the media, local residents, employees, health practitioners, hospital board members, community leaders, government officials, and most importantly, the sick and their relatives.

For the public relations departments to function effectively there is need to formulate strategies and tactics that help communicate important messages, “respond to positive or negative events affecting the hospital: garner publicity for new programs, services or staff; and create goodwill and recognition for the hospital within the community”. The use of information technologies in the dissemination of health information is not in pace with the rapid development in the ICT sector. The study concludes that rather than being reduced to a customer service or front desk department, the hospital’s public relations department should actively be involved in well formulated and standard public relations functions that will include publicizing and increasing visibility for hospitals and their engagements.

The three articles summarized above are just three of myriads of research works that relate to the use of public relations strategies by public relations personnel that work for hospitals globally and the effect it has on their image and perception in the community they provide health care services to. It is necessary to note that the authors above researched into variables that relate to one or more variables embedded in this research in different parts of the world. However, the specificity of this research does not mean the relationship and impact of different variables and

concepts in the world of public relations and its usage in teaching hospitals have been completely examined in today's global village.

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Chapter Three

Research Methodology

3.0 Introduction

The major objective of this chapter is to unravel the method of data collection and techniques used in the analysis of data received from the respondents. This chapter begins with the basic explanation of the research design used for this research. The description will further entail the population, sample size, method of collection and procedure for data analysis.

3.1 Research Design

The research design used for this study is the survey design. The reason why this design was adopted was because the researcher would make use of the primary data obtained through the questionnaire.

3.2 Population Of Study

A population is any group that shares a set of common traits ^[1]. The population of study for this research would have had one form of interaction with University College Hospital, Ibadan.

3.3 Sample Size And Sampling Technique

A sample is a subject of the population that is taken as a representative of the entire population ^[1]. The sampling procedure to be used for this research work will be convenient sampling. The basis for the selection of the sample is hinged on the fact that the whole population cannot be under studied and that it will contain a fair representation of the population. The sample size consists of

three hundred (300) persons who have heard about or use the services of University College Hospital in Ibadan.

3.4 Instrument Of Data Collection

The questionnaire is the instrument being used in the data collection for this study being undergone. The questionnaire would be structured to allow respondents select the responses they consider most appropriate. The method to be used to distribute the questionnaire is the convenience sampling method. This method would be used to aid the easy distribution of the research instrument to the respondents. The questionnaire would be divided into two sections. Section A contains items that will reveal the demographic data of the respondents, while section B would be made up of items drawn from the research questions listed in chapter one with the aim of bringing out the opinions and views of respondents concerning the research topic. The questionnaire will include close ended questions only. Closed-ended questions facilitated straight forward scoring and data analysis. The research instrument would be validated by the supervisor at face and content level.

3.5 Method Of Data Collection

The researcher will administer copies of the questionnaire to people who stay in Ibadan upon approval by the supervisor. This group of people will be selected from Ibadan residents who have either used the services of University College Hospital, Ibadan before or have visited patients there at one time or the other in the past. The researcher will ensure that copies of the questionnaire are duly collected for collation, analysis and presentation. This will be done carefully so as not to influence the information provided by the respondents.

3.6 Method Of Data Analysis

The data generated will be subject to analysis by the researcher. The demographic and research questions will be analyzed using simple percentage tables for easy understanding and simplicity.

The reason for the use of the simple percentage table is to present and interpret the responses from respondents. The information drawn from the questionnaire will be used to provide answer to the research questions drawn in chapter one of this study.

Do Not Copy, Lead City University, Nigeria

End Notes

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Chapter Four

Data Analysis And Presentation

4.0 Introduction

This chapter presents the data gathered from 300 hundred respondents living within the Ibadan city in Oyo state Nigeria. Three hundred copies of the questionnaire were distributed and returned completed. The items in the returned copies of the questionnaire were then analyzed in line with the research questions from which they were drawn. The findings of this study are presented in percentage tables for proper understanding of the data gathered. The demographics of this study will be analyzed and presented first.

4.1 Demographic Data Of Respondents

Table 1

Gender Distribution Of Respondents

GENDER	NUMBER OF RESPONDENTS	PERCENTAGE%
Male	160	53.3%
Female	140	46.7%
TOTAL	300	100%

(Source: Field Survey, 2018)

Table 1 is aimed at knowing the gender status of each respondent. It can be seen that 53.3% of the respondents are male while the remaining 46.7% are females.

Table 2
Age Distribution Of Respondents

AGE	NUMBER OF RESPONDENTS	PERCENTAGE%
20-24 years	66	22%
25-30 years	32	10.7%
31-40 years	74	24.7%
41-50 years	45	15%
51 years and above	83	27.6%
TOTAL	300	100%

(Source: Field Survey, 2018)

This table seeks to know the age bracket that each respondent falls into. It shows that 22% of the respondents are between 20 to 24 years old, 10.7% of the respondents are between 25 to 30 years old, 24.7% of the respondents are between 31 to 40 years old, 15% of the respondents are between 41 and 50 years old and 27.6% of the respondents say that they are 51 years and above.

Table 3
Occupation Of Respondents

Occupation	Number Of Respondents	Percentage%
Artisan	48	16%
Expert	132	44%
Trader	90	30%
Student	30	10%
TOTAL	300	100%

(Source: Field Survey, 2018)

The above table is aimed at knowing the occupational status of each respondent. The above table reveals that 16% of the respondents are artisans in Ibadan, 44% of the respondents are experts or professionals working in various organizations or institutions within Ibadan, 30% of the respondents are traders residing in Ibadan and 10% of the respondents are students in various educational institutions within Ibadan.

Table 4

Length Of Residence In Ibadan

LENGTH OF RESIDENCE	NUMBER OF RESPONDENTS	PERCENTAGE%
Below 10 years	83	27.7%
10 – 20 years	71	23.7%
21 – 30 years	66	22%
31 – 40 years	42	14%
41 – 50 years	28	9.3%
50 years and above	10	3.3%
TOTAL	300	100%

(Source: Field Survey, 2018)

This table shows us how long each respondent has resided in Ibadan. It is evident that 27.7% of the respondents have resided in Ibadan for less than 10 years, 23.7% of the respondents say that they have resided in Ibadan for at least 10 years, 22% of the respondents say they have resided in Ibadan for at least 21 years, 14% of the respondents say they have resided in Ibadan for at least 31 years, 9.3% of the respondents say they have resided in Ibadan for at least 41 years and 3.35% of the respondents say that they have been residing in Ibadan for over 50 years.

4.2 Analysis Of Research Questions

In the course of this study, four research questions were raised in chapter one. Below is an analysis of the four research questions.

RESEARCH QUESTION ONE: What is the level of awareness of people about public relations strategies used by University Teaching Hospitals?

Items 5, 6, 7 and 8 in the questionnaire were used to answer this research question.

TABLE 5
AWARENESS OF UNIVERSITY COLLEGE HOSPITAL

AWARENESS	NUMBER OF RESPONDENTS	PERCENTAGE%
Yes	300	100%
No	0	0%
TOTAL	300	100%

(Source: Field Survey, 2018)

The table above shows us the responses of the respondents to whether they have heard of or been to University College Hospital (UCH) in the past. All the respondents asserts that they have either heard or been to the University College Hospital (UCH) in the past. Hence, it can be said that the respondents are qualified to respond to other items in the questionnaire presented to them.

TABLE 6

MEDIUM OF AWARENESS

MEDIUM	NUMBER OF RESPONDENTS	PERCENTAGE%
Friend	91	30%
Family	99	33%
Media	62	21%
Work place	45	15%
Others	3	1%
TOTAL	300	100%

(Source: Field Survey, 2018)

Table 6 tells us how the respondents got to know about University College Hospital, Ibadan. 30% of the respondents say they got to know about University College Hospital, Ibadan through a friend. 33% of the respondents say they got to know about University College Hospital, Ibadan through family members. 21% of the respondents say they got to know about University College Hospital, Ibadan through the media. 15% of the respondents say they got to know about University College Hospital, Ibadan in their work place. 1% of the respondents say they got to know about University College Hospital, Ibadan through other means. It can thus be concluded that the respondents know about University College Hospital, Ibadan through various means.

TABLE 7

USAGE OF HOSPITAL SERVICE

USAGE	NUMBER OF RESPONDENTS	PERCENTAGE%
Yes	263	87.7%
No	37	12.3%
TOTAL	300	100%

(Source: Field Survey, 2018)

Table 7 presents data on respondents usage of hospital service. It can be seen that 87.7% of the respondents have used the services of University College Hospital, Ibadan in the past and 12.3% of the respondents have not used the services of University College Hospital, Ibadan in the past.

TABLE 8

AWARENESS OF PUBLIC RELATIONS STRATEGY

AWARENESS	NUMBER OF RESPONDENTS	PERCENTAGE%
Yes	275	91.7%
No	25	8.3%
TOTAL	300	100%

(Source: Field Survey, 2018)

Table 8 is aimed at knowing if the respondents are aware of any public relations strategy used by University College Hospital in the past. 91.7% of the respondents affirm that they were aware of public relations strategy used by University College Hospital, Ibadan while 8.3% of the

respondents claim that they are not aware of any public relations strategy used by University College Hospital, Ibadan.

RESEARCH QUESTION TWO: What type of public relations personnel do University Teaching Hospitals use in today’s global village?

Items 9, 10 and 11 in the questionnaire are used to answer this research question

TABLE 9
EXISTENCE OF PUBLIC RELATIONS UNIT

EXISTENCE	NUMBER OF RESPONDENTS	PERCENTAGE%
Yes	289	96.3%
No	11	3.7%
TOTAL	300	100%

(Source: Field Survey, 2018)

This table reveals the knowledge of the respondents as regards the existence of a public relations unit in University College Hospital, Ibadan. 3.7% of the respondents opine that they are not aware of the existence of a public relations unit in University College Hospital, Ibadan while 96.3% of the respondents opine that they are aware of the existence of a public relations unit in University College Hospital, Ibadan.

TABLE 10**PRACTICE OF PUBLIC RELATIONS**

PRACTICE	NUMBER OF RESPONDENTS	PERCENTAGE%
I agree	287	95.7%
No, I don't	13	4.3%
TOTAL	300	100%

(Source: Field Survey, 2018)

Table 10 is aimed at knowing if the respondents agree that the University College Hospital, Ibadan practices public relations regularly. 95.7% of the respondents agree that the University College Hospital, Ibadan practices public relations regularly. 4.3% of the respondents did not agree that the University College Hospital, Ibadan practice public relations regularly.

TABLE 11**WELL EXPERIENCED PERSONNEL**

PERSONNEL	FREQUENCY	PERCENTAGE %
Strongly agree	89	29.7%
Agree	62	20.7%
Disagree	84	28%
Strongly disagree	65	21.6%

TOTAL	300	100%
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(Source: Field Survey, 2018)

This table revealed the opinion of the respondents as regards the presence of well experienced and knowledgeable personnel that know about the principles and practice of public relations among the employees of the University College Hospital, Ibadan. 29.7% strongly agreed, 20.7% agreed, 28% disagreed and 21.6% of the respondents disagreed that the University College Hospital, Ibadan have personnel who are well experienced and knowledgeable about the principles and practice of public relations in today's world.

RESEARCH QUESTION THREE: What kind of challenges do public relations personnel face in the planning and execution of public relations campaigns?

Items 12, 13 and 14 in the questionnaire will be used to answer this research question

TABLE 12
WITNESSED PUBLIC RELATIONS CAMPAIGN

OPTION	NUMBER OF RESPONDENTS	PERCENTAGE%
Yes	285	95%
No	15	5%
TOTAL	300	100%

(Source: Field Survey, 2018)

This table reveals the extent to which the respondents know about any public relations campaign embarked upon by the University College Hospital, Ibadan. 95% of the respondents agreed while 5% of the respondents disagreed that they have heard or witnessed any public relations campaign embarked upon by the University College Hospital, Ibadan.

Table 13
Challenges Faced

OPTION	NUMBER OF RESPONDENTS	PERCENTAGE%
Strongly agreed	78	26%
Agreed	44	14.7%
Disagreed	148	49.3%
Strongly disagreed	30	10%
TOTAL	300	100%

(Source: Field Survey, 2018)

This table is aimed at knowing if the respondents agree that public relations personnel face challenges in executing public relations campaigns by University College Hospital, Ibadan. 26% strongly agreed, 14.7% agreed, 49.3% disagreed and 10% of the respondents strongly disagreed that public relations personnel face challenges in executing public relations campaigns embarked upon by the University College Hospital, Ibadan.

Table 14

Kind Of Challenge Faced More

KIND OF CHALLENGE	NUMBER OF RESPONDENTS	PERCENTAGE%
Managerial	226	75.3%
Finance	29	9.7%
Personnel	34	11.3%
Strategic	11	3.7%
TOTAL	300	100%

(Source: Field Survey, 2018)

Table 14 presents the respondents views on the kind of challenges that public relations personnel face more in executing public relations campaigns. 75.3% of the respondents say public relations personnel face managerial challenge more, 9.7% of the respondents say public relations personnel face finance challenge more, 11.3% of the respondents say public relations personnel face personnel challenge more and 3.7% of the respondents say that public relations personnel face strategic challenges more when executing public relations campaigns.

RESEARCH QUESTION FOUR: Will reformation and transformation of local TV programmes change youth preference for local programmes?

Items 15 and 16 in the questionnaire will be used to answer this research question

Table 15**Impact Of Public Relations Activities**

IMPACT	NUMBER OF RESPONDENTS	PERCENTAGE%
Strongly agree	79	26.3%
Agree	174	58%
Disagree	15	5%
Strongly disagree	32	10.7%
TOTAL	300	100%

(Source: Field Survey, 2018)

Table 15 presents information on how many of the respondents agreed or disagreed that public relations activities have any impact on the image and reputation of University College Hospital. 26.3% of the respondents strongly agreed, 58% of the respondents agreed, 5% of the respondents disagreed and 10.7% strongly disagreed that public relations activities have any impact on the image and reputation of University College Hospital Ibadan.

Table 16**Nature Of Impact**

OPTION	NUMBER OF RESPONDENTS	PERCENTAGE%
Positive	226	75.3%
Negative	74	24.7%

TOTAL	300	100%
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(Source: Field Survey, 2018)

Table 16 is aimed at knowing the nature of the impact as shown in table 15. 75.3% of the respondents say that the impact of public relations activities on the image and reputation of University College Hospital is positive and 24.7% of the respondents say that the impact of public relations activities on the image and reputation of University College Hospital is negative.

4.3 Discussion Of Findings

The research questions written in chapter one of this study are discussed below using the response of the respondents gotten from distributed copies of the questionnaire to determine the answer to the four research questions.

RESEARCH QUESTION ONE: What is the level of awareness of people about public relations strategies used by University Teaching Hospitals?

The respondents' answers to this question are presented in tables 5, 6, 7 and 8 above. Table 5 tells us that all the respondents are aware of University College Hospital Ibadan. Table 6 shows that the respondents got to know about University College Hospital, Ibadan through various media with their families being the highest medium through which they got to know about University College Hospital Ibadan. Table 7 informs us that majority (87.7%) of the respondents have used the services of University College Hospital Ibadan at one point or the other in the past. Table 8 informs us that majority (91.7%) of the respondents are aware of public relations strategy used by University College Hospital since its inception. Thus, it can be said that the respondents are fully aware of University College Hospital Ibadan as a type of teaching hospital.

They became aware of the hospital through their families, friends, media, work place and other means. The respondents have used the services of the hospital. They are fully aware that it practices public relations and has witnessed the use of public relations strategy by the hospital in the past. Hence, it can be said that the level of awareness of people about public relations strategies used by University Teaching Hospital is high.

RESEARCH QUESTION TWO: What type of public relations personnel do University Teaching Hospitals use in today's global village?

The researcher framed this question to find out people's knowledge about the kind of public relations personnel being used by University Teaching Hospitals using the University College Hospital, Ibadan as an example. The response of the respondents to this question was analyzed and presented in tables 9, 10 and 11 above. Table 9 indicates that more (96.3%) of the respondents are aware of the existence of a public relations unit in University College Hospital, Ibadan. Table 10 shows us that majority of the respondents (95.7%) agree that the University College Hospital, Ibadan practices public relations regularly. However, the respondents in table 11 were at logger heads as to the presence of well experienced and knowledgeable personnel that know about the principles and practice of public relations among the employees of the University College Hospital, Ibadan. It can thus be said that people are aware of the existence of public relations units in teaching hospitals that aid the regular practice of public relations but are not sure that the people employed into the units are people who know about the principles and practice of public relations or are well experienced about. This in a way will affect how people will perceive the hospital. It will also affect the goal of using public relations to ensure that the

need for teaching hospitals to have good image and relationships with people in their immediate or surrounding environment.

RESEARCH QUESTION THREE: What kind of challenges do public personnel face in the planning and execution of public relation campaigns?

In order to know the challenges faced by public relations professionals in the planning and execution of public relations campaigns, some questions were asked by the researcher and answered by the respondents. These answers were analyzed and presented in tables 12, 13 and 14 above. Table 12 shows that majority (95%) of the respondents have heard or witnessed any public relations campaign embarked upon by the University College Hospital, Ibadan. A larger percentage of the respondents disagreed that public relations personnel face challenges in executing public relations campaigns embarked upon by the University College Hospital, Ibadan as shown in table 13. The respondents in table 14 posit that public relations personnel face more of managerial challenges than financial, personnel and strategic challenges in executing public relations campaigns. Hence, it can be concluded that public relations personnel do not face much challenges in executing public relations campaigns and when they do, the challenges could either be managerial, personnel, financial or strategic in nature.

RESEARCH QUESTION FOUR: Do public relations have any impact on the image and reputation of University Teaching Hospitals?

The researcher, in answering this question, posed some questions to the respondents and their responses are presented in tables 15 and 16 above. The respondents answers displayed in table 15 agreed that public relations activities have any impact on the image and reputation of University

College Hospital Ibadan. The respondents in table 16 believed that the impact of public relations activities on the image and reputation of University College Hospital is much more positive (75.3%) than negative (24.7%). Thus, it can be concluded that public relations being practiced by University College Hospital has more of a positive impact on the image and reputation of the hospital.

The data presented above gives credence to the two theories used as the theoretical framework for this research. From the data generated and analyzed, it can be seen that University College Hospital, Ibadan as a form of teaching hospitals has a public relations unit with largely experienced personnel to ensure that the need to have a good and well perceived image in the minds of its various publics, stakeholders and patient is achieved. A good image of the hospital will certainly increase its preference among several hospitals available in Oyo state, South West Nigeria and Nigeria as a whole in terms of rendering health services to the people. The usage of public relations strategies by public relations personnel in the employment of teaching hospitals can face several challenges that can affect its goal of ensuring a good image for the hospital. As earlier identified, these challenges could rise from the management of the hospital; it could be as a result of getting well experienced people in the practice and principles of public relations, it could be getting the right funding to execute the strategy at the right time or having the right public relations strategy drawn from extensive research in place. The challenges faced by public relations personnel in the execution of public relations strategic plans can affect the effectiveness of the strategy or even render it irrelevant despite the efforts put into it at a pre crisis, crisis or post crisis stage.

Chapter Five

Conclusion

5.0 SUMMARY

The study evaluated the impact of public relations strategies in teaching hospitals with specific focus on the University College Hospital, Ibadan. The purpose for this study was to evaluate the contribution of public relations personnel to the image of teaching hospitals in Nigeria through the execution of public relations strategies by employees of teaching hospitals that are in the public relations units or departments of hospitals as organizations that provide health care services to people. The study sought to provide solutions to the following research questions:

1. What is the level of awareness of people about public relations strategies used by University Teaching Hospitals?
2. What type of public relations personnel do University Teaching Hospitals use in today's global village?
3. What kind of challenges do public relations personnel face in the planning and execution of public relations campaigns?
4. Do public relations activities have any impact on the image and reputation of University Teaching Hospitals?

The study was based on two theories. They are the Uses and Gratification theory and the Perception theory. Documentations were presented on the concepts of organizations, public relations and teaching hospitals by notable scholars in the research area. The conceptual explanation of organizations, public relations, publics, types of public relations practiced

globally, public relations strategies, teaching hospitals and University College Hospital in Nigeria were laid out distinctly.

One method of data collection was employed in this research. The instrument used to answer the research questions was the questionnaire. 300 copies of the questionnaire were administered to the respondents, returned and found useful. The data collected were analyzed and presented in simple percentage tables.

The findings from the respondents were used to answer the four research questions. Findings show that the respondents are aware of University College Hospital, Ibadan and they got to know about the hospital through their families, friends, work place and media. The respondents have also used the services of University College Hospital Ibadan at one point or the other in the past in Nigeria.

Findings also show that more of the respondents are aware of the existence of a public relations unit in University College Hospital Ibadan that practices public relations regularly. The respondents however disputed the existence of well experienced and knowledgeable personnel that know about the principles and practice of public among the employees of University College Hospital, Ibadan. The existence of well experienced and knowledgeable personnel among the employees of University College Hospital is necessary for the hospital to have a good reputation and perception in the society in which it is located.

The findings from respondents reveal the kind of challenges that public relations personnel face in the planning and execution of public relations strategies on behalf of teaching hospitals from the perspective of University College Hospital, Ibadan. Many of the respondents who have heard or witnessed public relations strategies embarked upon by the University College Hospital Ibadan opine that public relations personnel don't face many challenges in execution. Public

relations personnel face more of managerial challenges than financial, personnel and strategic challenges in executing public relations campaigns. Despite the challenges faced, the respondents affirmed that public relations activities embarked upon by the public relations unit of University College Hospital (UCH) do have an impact on the image and reputation of the hospital. The impact achieved is more positive than negative depending on how the campaign was executed and the challenges faced by public relations personnel in the execution of such strategies on behalf of University College Hospital, Ibadan.

5.1 Conclusion

The following are the conclusions that can be made for this study based on the findings derived in chapter four of this study.

- Public relations is one critical way through which organizations irrespective of their purpose can build and sustain a good image and reputation in the Nigerian society irrespective of where they are located in the country.
- People's exposure to public relations activities of an organization can help clear their misconceptions and negative perception of the organization.
- The management of organizations should do all they can to ensure that public relations personnel working in their organizations are fully empowered and supported in their bid to ensure that there is a constant cordial relationship between organizations and their various publics within the society. They should also ensure that well experienced and certified people are employed into their public relations unit.

It is essential to note that the above conclusion is not limited to organizations that provide health services within Nigeria but to every organization in the Nigerian economic sphere.

5.2 Recommendations

Having analyzed, discussed and interpreted the data collected in this study, the researcher makes the following recommendations to public relations personnel and different organizations in Nigeria on the further use of public relations strategies in Nigeria. The researcher recommends that public relations units in organizations be filled with competent employees who are constantly retraining themselves in globally accepted public relations practices and concepts. Appropriate public relations strategies must be used after extensive research has been done by the public relations unit and approved for execution by the management of organizations in Nigeria. It is also recommended that the organization should encourage interaction between the personnel in public relations unit and personnel of public relations consultancy firms when the latter's services is opted for. They should not belittle their own employees in favour of experienced public relations consultants.

5.3 Suggestion For Further Studies

Further research could make use of another case study that relates to public relations strategies and organizations in Nigeria. Further studies on the relationship between people and organizational image can be examined to know their significance to one another. The sample size and case study can also be changed.

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APPENDIX I

Lead City University Ibadan
Department Of Mass Communication
Questionnaire

Dear Respondent,

I am **Eyitolami Omisore**, a post graduate student of Lead City University. I am conducting a research on "**Evaluation of Public Relations Strategies in a Teaching Hospital: A study of University College Hospital, Ibadan.**" I request you to kindly provide answers to the questions in the questionnaire. This exercise is purely for academic purpose only, so your response will be treated with utmost confidence. Thank you.

Section A

In this section, respondents are expected to tick the appropriate space provided for answers.

1. Gender: Male () Female ()
2. Age: 20-24 () 25-30 () 31-40 () 41-50 () 51 and above ()
3. Occupation: Artisan () Expert () Trader () Student ()
4. How long have you been living in Ibadan? Below 10 years () 10-20 years () 21-30 years () 31-40 years () 41-50 years () 50 years and above ()

Section B: Please tick as appropriate

5. Have you heard of or been to University College Hospital (UCH) before? Yes () No ()
6. How did you get to know about University College hospital (UCH)? Friend () Family ()
Media () Work place () others, specify _____
7. Have you used the services of University College Hospital before? Yes () No ()
8. Are you aware of any public relations strategy used by University College Hospital (UCH)?

Yes () No ()

9. Does University College Hospital have a public relations unit? Yes () No ()
10. Do you agree that University College Hospital practice public relations regularly? I agree ()
No, I don't ()
11. Do you agree that University College Hospital (UCH) have personnel who are well experienced and knowledgeable about the principles and practice of public relations in today's world? Strongly agree () Agree () Disagree () Strongly disagree ()
12. Have you heard or witnessed any public relations campaign embarked upon by University College Hospital? Yes () No ()
13. Do you agree that public relations personnel face challenges in executing public relations campaigns? Strongly agree () Agree () Disagree () Strongly disagree ()
14. What kind of challenges do you think public relations personnel face more?
Managerial () Finance () Personnel () Strategic ()
15. Do you agree that public relations activities have any impact on the image and reputation of University College Hospital (UCH)? Strongly agree () Agree () Disagree () Strongly disagree ()
16. Is the impact positive or negative? Positive () Negative ()