

# Balkan & Black Sea Regional Meeting

May 8-11th, 2023

Petrovac, Montenegro



Funded by the European Union



## Communication strategy of IPHMNE

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- Communications → process in which people exchange:
- information,
- feelings and
- meanings through verbal and non-verbal messages with a specific goal.



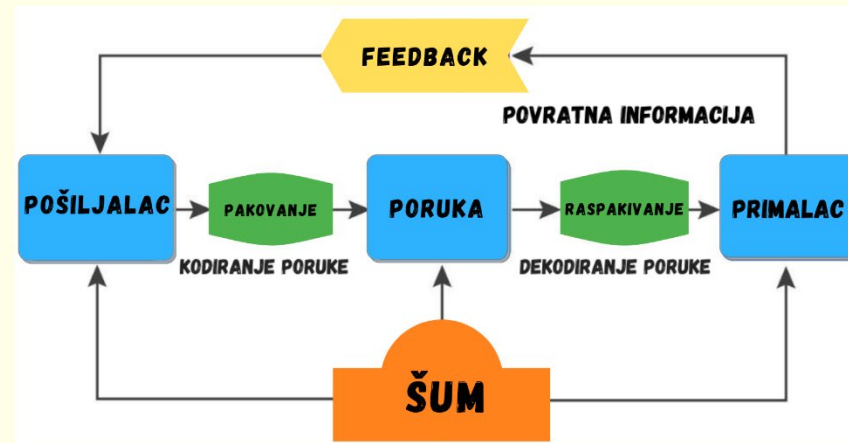
- Three levels affect message reception:
- visual (body language) - 55%,
- vocal (as we say) - 38 %
- verbal (what we say) - 7 %

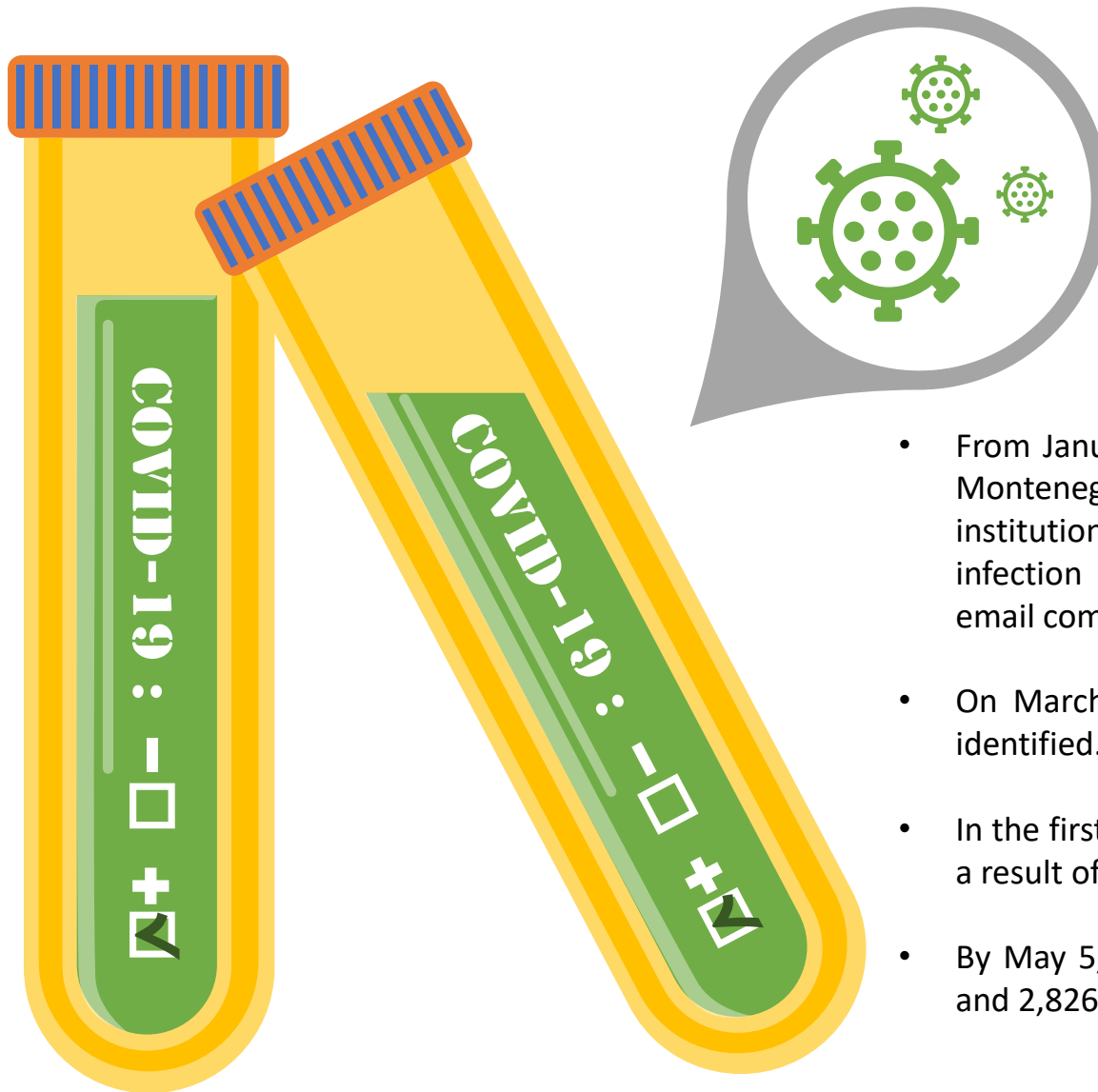




- It is important to know and understand all phases of the communication process because:
- we will be clear about our role in it,
- we will recognize what we need to do in order for communication to be successful;
- we will be able to foresee certain problems and find a solution before they happen.

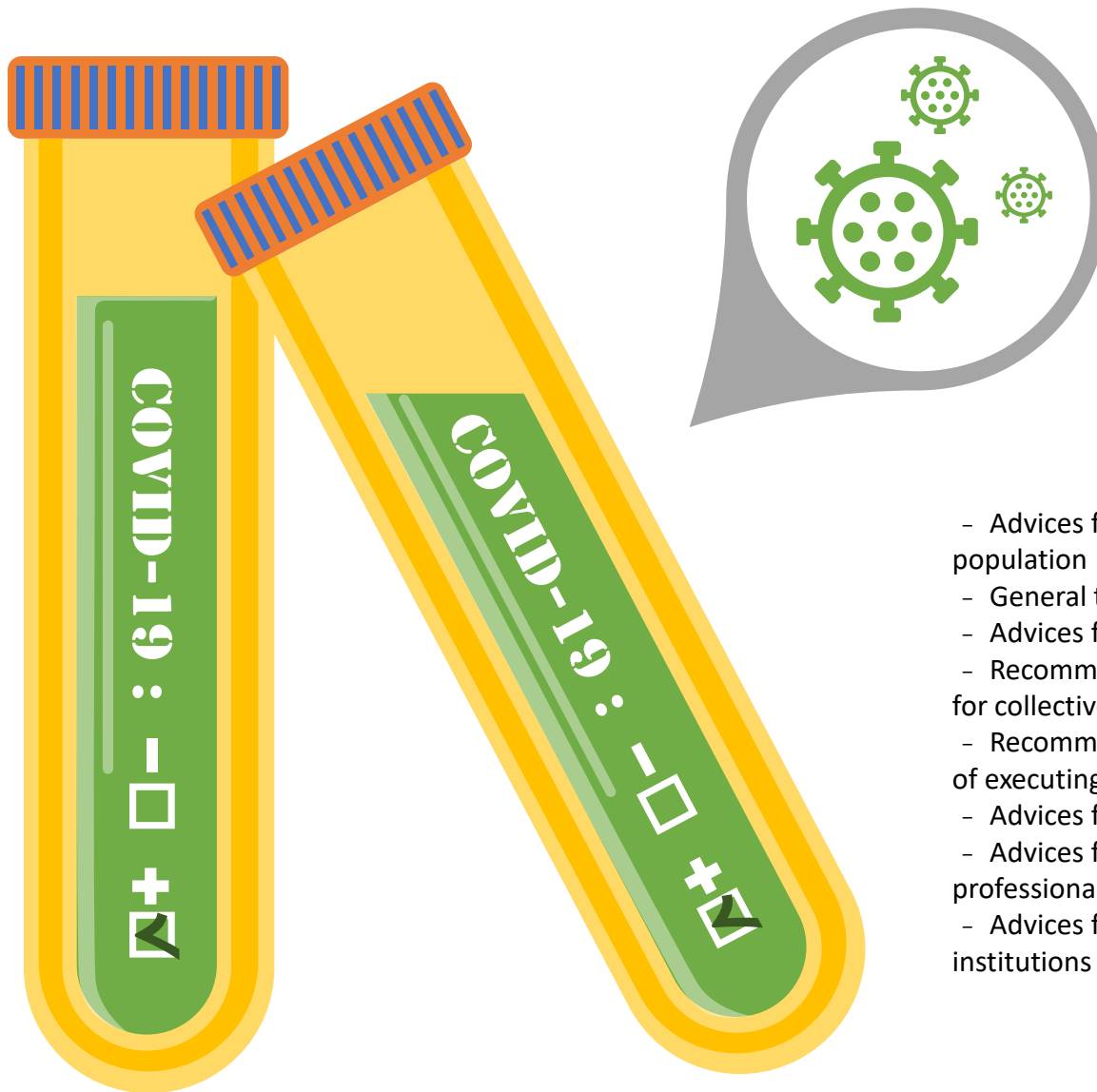
### KAKO IZGLEDA KOMUNIKACIONI PROCES?





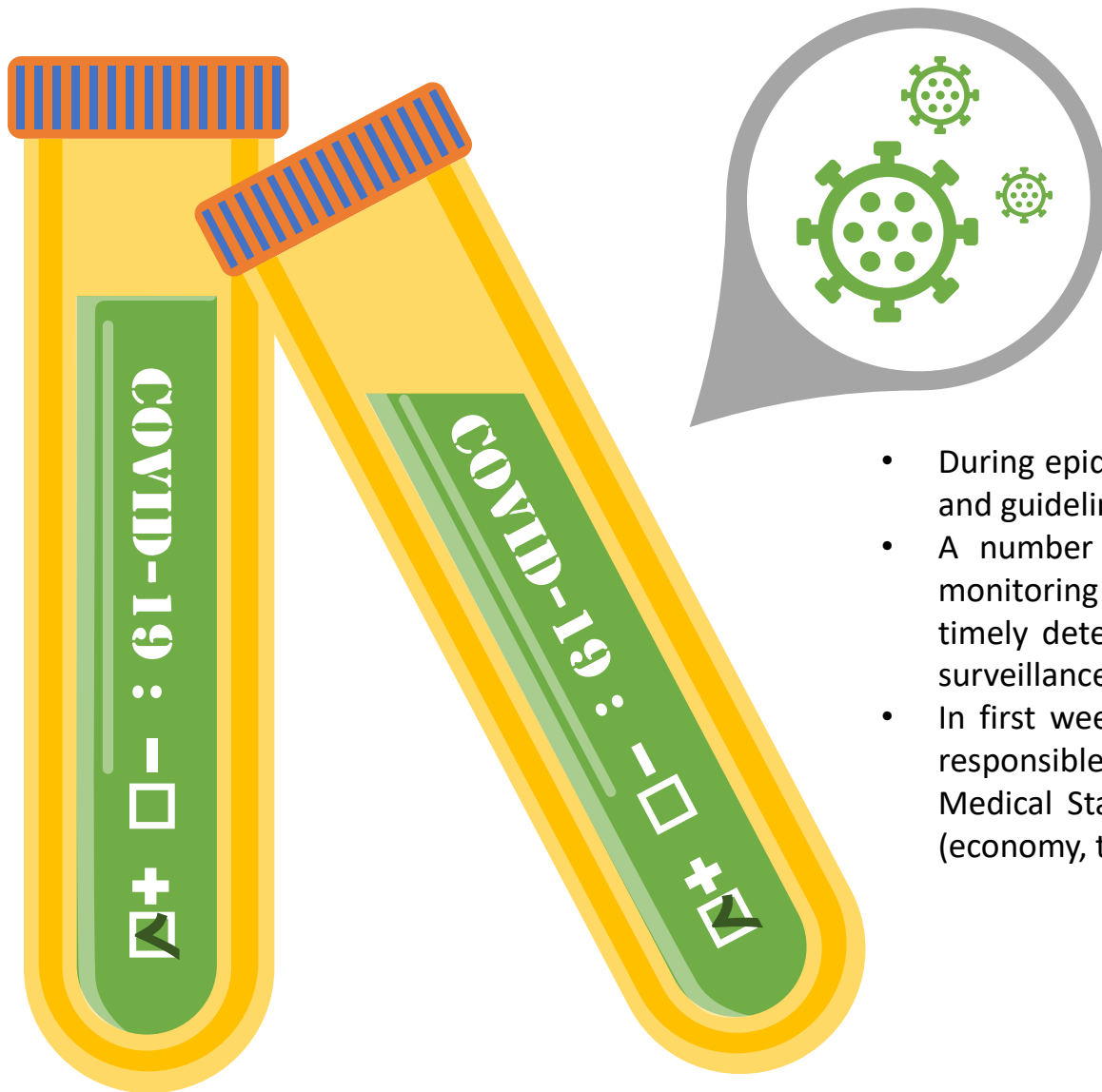
## How did it all started?

- From January 9, guided by the situation in China, the Institute of Public Health of Montenegro started activities with aim of informing targeted public, and all health institutions and other state entities in Montenegro, about potential danger of infection with the new coronavirus, using epidemiological bulletins and regular email communication
- On March 17, the first two cases of contracting COVID-19 in Montenegro were identified.
- In the first wave, 324 patients were recorded in Montenegro, while 9 people died as a result of COVID-19.
- By May 5, when the WHO declared the end of the pandemic, 291,678 new cases and 2,826 deaths in Montenegro. (0.97% lethality)

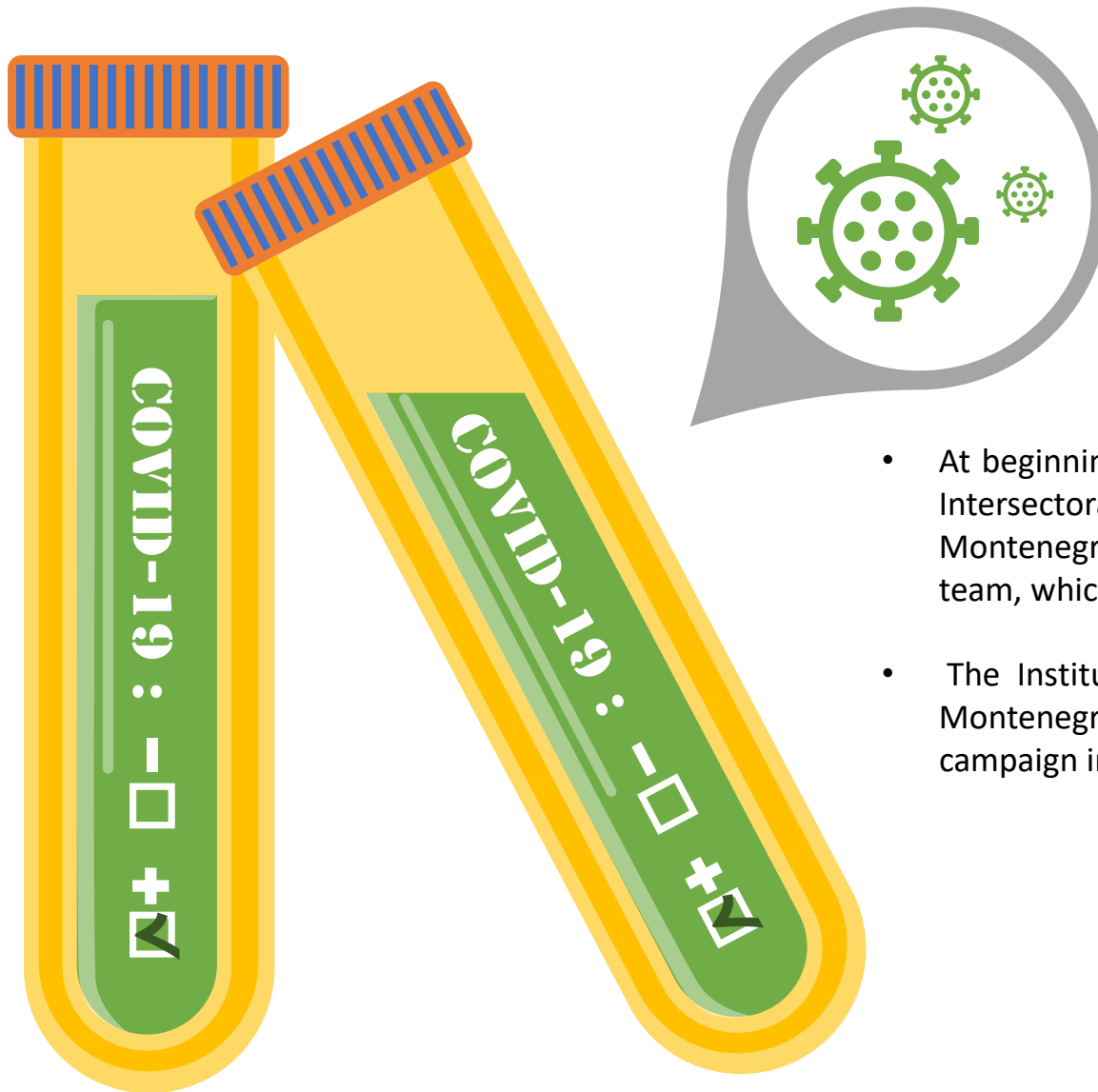


Since then, as during the crisis, the Institute for Public Health of Montenegro has prepared and published a series of recommendations intended for the professional and lay public. Some of them will be listed below:

- Advices for prevention in the general population
- General tips for cleaning and disinfection
- Advices for employers and companies
- Recommendations for protection in homes for collective accommodation
- Recommendations for institutions in charge of executing criminal sanctions
- Advices for hoteliers
- Advices for prevention among healthcare professionals
- Advices for cleaning in educational institutions
- Basic guidelines for home care
- Recommendations for waste management in healthcare institutions and areas where suspected and confirmed cases of COVID-19 infection reside
- Recommendations for aircraft disinfection
- How to stay physically active at home
- Examples of exercises you can do at home
- Recommendations for the use of medical masks
- Tips for primary schools
- Recommendations for the prevention of the spread of COVID-19 in healthcare institutions



- During epidemic, a series of professional methodological instructions, regulations and guidelines for healthcare workers were prepared.
- A number of advanced services were launched (Call center, application for monitoring symptoms and signs of persons under surveillance, etc.) aimed at timely detection and monitoring of the health status of persons under medical surveillance in Montenegro.
- In first week of March, the National Coordinating Body for Infectious Diseases, responsible for the fight against Covid-19, was formed. In addition to the Crisis Medical Staff, special operational staffs were formed for all sectoral challenges (economy, traffic, etc.)



- At beginning of March, the Government of Montenegro formed a National Crisis Intersectoral Communication Team, while the Institute for Public Health of Montenegro, through the support of UNICEF, hired a special communication crisis team, which worked in coordination with the Government.
- The Institute of Public Health, in cooperation with the Ministry of Health of Montenegro, launched the campaign **#stayhome**, which is becoming a national campaign in the fight against the new coronavirus

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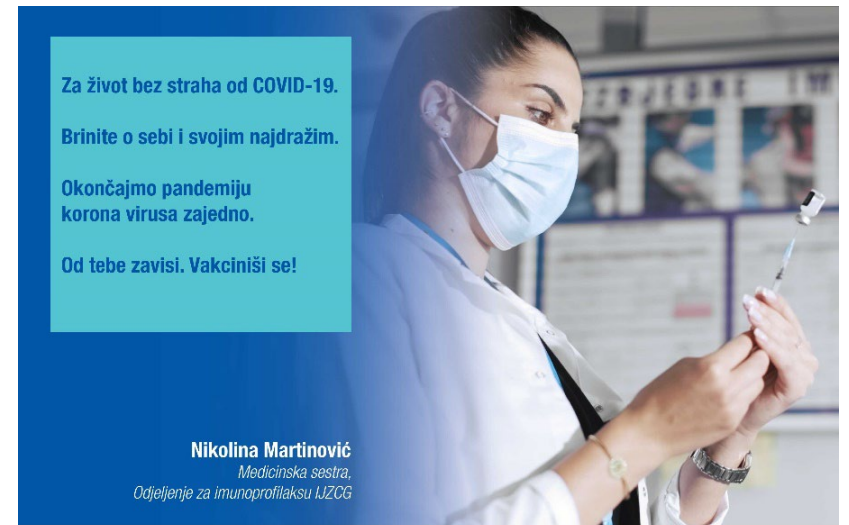


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NE ODLAŽI VAKINACIJU!  
TRAŽI SVOJU VAKINU PROTIV COVID-19!  
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Ovaj projekat urađen je uz finansijsku podršku  
Britanske ambasade Podgorica i UNICEF-a



Kampanja je donacija Ambasade Narodne Republike Kine



## OSTANI DOMA!



All Montenegrin media and PR professionals were involved in sending credible messages, and first phase was implemented in such a way as to raise trust in the competent institutions, as the only credible sources of information for all the public.

All sectors were informed about the importance of active involvement and gaining the trust of all target groups. A group of 150 PR professionals, a growing Montenegrin association of PR professionals, who helped spread accurate information, had a significant impact.

The contribution and active social role of many VIPs, influencers, business sector and media is significant.

Research has shown that the previous communication management strategy proved to be extremely successful, which is confirmed by the constant growth of trust in health institutions, above all in IJPHMNE, and other decision makers.

## OSTANI DOMA!





MediLabSecure

## STEPEN PODRŠKE PRIMJENE MJERA #DistancaRukeMaska

Skoro svi građani podržavaju učestalo pranje i dezinfikovanje ruku kao mjeru prevencije protiv korona virusa, dok preko četiri petine njih u potpunosti podržava ovu mjeru. Takođe, većina građana podržava i primjenu mjera koje se odnose na održavanje distance i nošenje maski u zatvorenom prostoru.

Podaci su u %



U kojoj mjeri podržavate primjenu sljedećih mjera:  
Izvor: Anketa ušne populaciju, N=823

## ODNOS PODRŠKE MJERE NOŠENJA MASKE U ZATVORENOM PROSTORU I PRIMJENE PREVENTIVNIH MJERA RADI ZAŠTITE OD KORONA VIRUSA #DistancaRukeMaska

8 od 10 građana Crne Gore koji podržavaju nošenje maske u zatvorenom prostoru, lično primjenjuju mjeru nošenja maski za lice kao i mjeru koja podrazumeva razgovor sa drugima na distanci od 1 do 3 metra. Uz to, blizu 3/4 građana primjenjuje mjeru češćeg pranja ruku.



U kojoj mjeri podržavate primjenu sljedećih mjera:  
Molim Vas da mi kazete koju od sljedećih mjera ste Vi lično primjenili u cilju zaštite od Korona virusa, molim Vas odgovoriti sa Da ili Ne.  
Izvor: Anketa ušne populaciju, N=823

## PODRŠKA PRIMJENE MJERA #DistancaRukeMaska

Nadajda, preko 4/5 građana podržava primjenu mjera koje se odnose na učestalo pranje i dezinfikovanje ruku i održavanje socijalne distance. Zatim, 7 od 10 građana podržava mjere koje se odnose na održavanje higijene ruku i nošenje maske u zatvorenom prostoru, dok preko dve trećine građana podržava održavanje socijalne distance i nošenje maski u zatvorenom prostoru. Primjenu sve tri mjere podržava dvije trećine građana Crne Gore.



## LIČNA PRIMJENA TRI PREVENTIVNE MJERE #DistancaRukeMaska

Saam od deset građana Crne Gore lično primjenjuje mjere koje se odnose na češće pranje ruku i nošenje maske za lice. Preko 3/4 građana lično primjenjuje bilo češće pranje ruku u kombinaciji sa održavanjem distance prilikom razgovora, bilo održavanje distance i nošenje maske za lice. Na kraju, dvije trećine građana Crne Gore navodi da lično primjenjuje sve tri navedene mjere.



# Areas of communication activities and initiatives aimed at influencing behavior are as follows









- Simple, clear and understandable communication
- Emphasis on communicating procedures and concrete actions
- Standardized communication with special emphasis on visual communication systems.
- Communicating clear roles and accountability systems - Who is responsible and for what? and How to communicate it to everyone? Make the actions to be influenced very conspicuous and obvious to everyone (instead of relying only on inspection bodies in control and supervision processes).
- When it is possible to establish a system of incentives (rewards and punishments) that affects the probability of applying the desired behavior.





# Elements that affect communication priorities



- Dynamic epidemiological changes  
- Dynamic scientific news and information about the nature of the virus and its characteristics  
- Dynamic changes in public policies in the field of health and safety
- Dynamic geopolitical decisions that change and end political relations bilaterally between countries in a pandemic situation  
- Strong negative campaign coming from foreign media



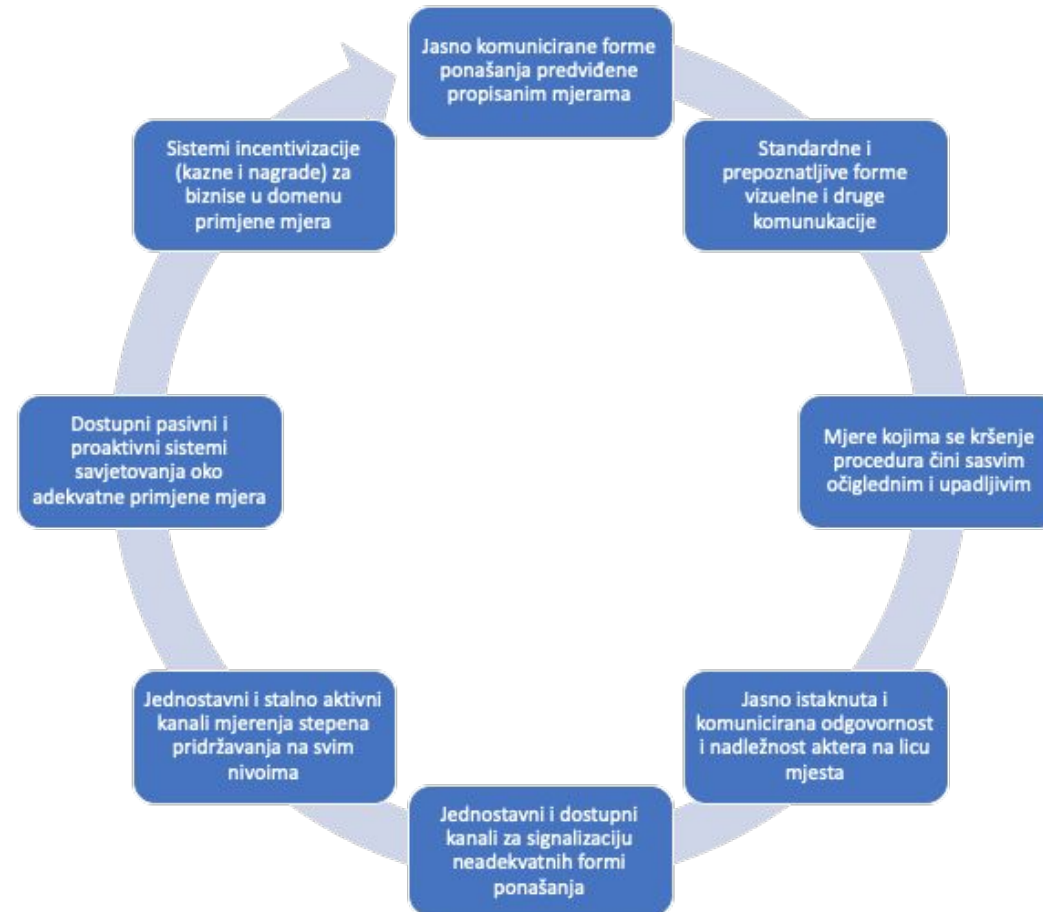
# The only adequate approach to strategic planning

- Setting up or strengthening the supporting sources of communication
- Their consolidation and harmonization of messages in public communication (principle: "one team, one voice").
- Strengthening of basic communication channels (TV channels and broadcasts, print media channels, websites like ijzcg.me and accounts on various social networks, owned by individuals and/or institutions) on which reliable information (scientifically verified, statistically reliable, constructive) is communicated etc.).
- Frequent and regular updating of communication plans.





# Basic recommendations of communication





# Three strategic directions of action







## Four pillars of communication

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S1.

- Consolidation of key personalities and key communication channels

S2.

- Evidence-based strategies and the importance of constant research and monitoring

S3.

- Concentration of communication and prevention of blurring of messages

S4.

- Partial transition to communication related to the revitalization of economic processes



# Communication tools



## 1. Classic media tools

### Press Release

- Press conference - weekly regarding Covid-19
- Semi-formal meetings with journalists (working breakfast, lunch, etc.) example HPV vaccine
- Interviews in electronic, print and online media - daily
- Appearances on TV and radio stations, briefings, thematic shows and texts in print media, columns and comments, analyses, author's texts, TV thematic contributions ('camera-ready', contributions) - daily
- TV spots (fictional and animated)-HPV, Covid-19 vaccines, Malaria, Film about water



# Communication tools

## 2. Events (organized in accordance with epidemiological recommendations)

- Meetings - every day with the representatives of the Ministry of Health, the Ministry of Health, with the directors of the Centers
- Round tables-<https://www.ijzcg.me/me/dogadjaji>
- Counseling <https://www.ijzcg.me/me/savjeti> - Naučne i stručne konferencije





# Communication tools

## 2. Events (organized in accordance with epidemiological recommendations)

- Celebration of significant dates - Marking dates from the Health Calendar
- Info points - Caravan health and vaccination, <https://www.ijzcg.me/me/hpv-vakcinacija-u-crnoj-gori>
- Seminars - training of professional workers (KME)
- Workshops of socially responsible activities (Cooperation with the NGO sector)





# Communication tools

## 3. Printed materials

- Various types of reports <https://www.ijzcg.me/me/izvjestaji>
- Information bulletins <https://www.ijzcg.me/me/savjeti>
- Yearbooks <https://www.ijzcg.me/me/izvjestaji>
- Handbooks <https://www.ijzcg.me/me/publikacije>



# Communication tools

## 4. Marketing tools

- Billboards - Health Caravan
- Films - 100 years of the Institute of Public Health
- Promotional materials (printed and audio-visual)





# Communication tools

## 5. Web and social media tools, paid and unpaid

- Website, posts and comments on: FB, LinkedIn, Twitter, YouTube
- Blogs, photos, infographics, visuals





# Special tools and their importance in a given situation

- Call center 1616
- The national call center for COVID-19 (SOS line 1616) started operating on 03/20/2020. year (working hours from 08:00 to 23:00, every day, including weekends and public holidays). Operators and on-call epidemiologists/doctors from IJZCG worked together in the center.
- Since the launch of SOS line 1616, 20.3.2020. year, ending with 18.05.2020. year (60 days), 27,380 calls were made. There were an average of 456 calls per day
- The biggest challenge of the SOS line 1616 was reflected in the smaller number of doctors who did an exhausting and responsible job every day, making dozens of demanding phone calls, especially bearing in mind that the anxiety of people who suspected that they had been exposed to the causative agent of COVID19 was significantly increased in the first days due to the general fear of the unknown



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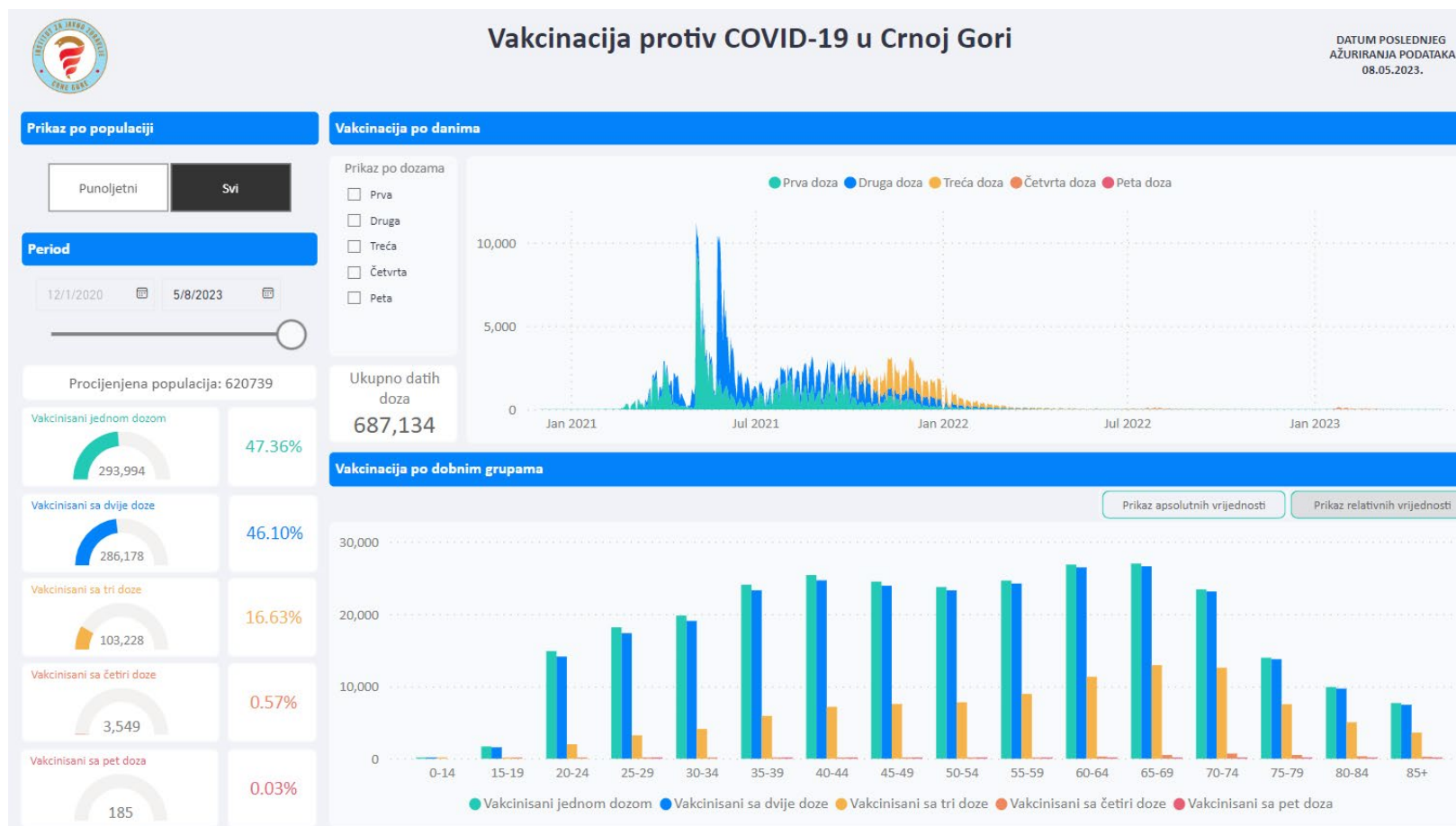
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# Call center COVID-19

<https://app.powerbi.com/view?r=eyJrljoiOTI5Y2JlZDctNzFmNC00Yzc2LWFiODQtOTIzZmNiNjFiMGMGY2liwidCI6IjY2YjlxYzRmLTNjMGEtNDhIMC1iODQ3LWZkZjgxNTAyYzA1NSIsImMiOjI9>





# Communication in online frameworks

- Online platforms and official accounts on social networks play an extremely important role when it comes to educating citizens.
- Through various forms adapted to the standards of the aforementioned channels, we educate citizens on topics that help them understand the situation we are in, introducing them to ways to overcome it.



# Communication in online frameworks

- Special treatment is given to topics that are recognized as confusing or misunderstood.
- The educational component covers key aspects of people's lives and treats with equal attention the interactions and procedures that are important for the general welfare and general health of citizens.
- Encouraging It is extremely important to create an image that clearly communicates that the current situation is not hopeless and that the speed of its resolution depends solely on people's self-discipline and trust in official recommendations



# Communication of IPHMNE

- In order to provide citizens with timely information, IJZCG is in daily communication with representatives of the media through which we provide the public with professional, accurate and verified information, as well as key messages that are important for the improvement of public health in Montenegro.
- In 2021 and 2022, an increased number of media requests to IJZCG were recorded, given that those were pandemic years when the Institute was the focus of interest.
- During the pandemic, the public was informed on a daily basis about the current anti-epidemic measures, the number of sick and deceased, as well as about the vaccination that was carried out every day.
- Through press conferences that were held regularly, the public and the media had the opportunity to be informed about the current situation in the country.



# Communication of IPHMNE

- In the first 4 months of the current year, the PR Bureau of the IJZCG realized around 177 media requests (TV and radio guest appearances, responses for print media and portals, cooperation with the NGO sector and agencies).
- Namely, the representatives of the Institute spoke through the media about all topics that are in focus and important for improving the health of citizens.
- In addition to the media, IJZCG uses official social networks as a means of communication with citizens through which, along with the media, it informs citizens about all the important activities that are carried out at the Institute, the marking of important dates from the Health Calendar, and the activities that we carry out with our partners, with the aim of improving work and quality in service provision.
- Also, in order to respond to modern challenges in communication, which implies active participation on social networks, the creation of websites and portals through a new systematization, an IT Department will be formed in the Institute, which will be in direct communication with the PR Bureau, and is therefore aimed at improving communication with citizens. Reorganization of the site, which will be more directed towards service users, is also underway



# Risk communication IPHMNE

- Employees in the communication sector at the Institute are trained and improve their skills for communication with the media through organized training and participation in seminars, with a special emphasis on communication in crisis situations.
- Construction of PHEOC, the first Public Health Operations Center in the Balkans.
- The construction of the PHEOC will support further systematic reform of the national system of social protection, child care and health system, (strengthening the quality and access to health and social services) through the implementation of a new strategic, legal and institutional framework in accordance with EU recommendations and the construction of a resilient and responsible health system to epidemiological threats.
- The strengthened capacities of the Institute of Public Health of Montenegro will be trained to effectively respond to public health requirements for all future outbreaks of infectious diseases in the country through a functional Operational Emergency Center (PHEOC) whose goal is effective coordination of preparation, response and recovery from public emergencies of health in Montenegro.



# Risk communication IPHMNE

- PHEOC will:
  - a) Coordinate risk assessment and direct decision-making and policy making;
  - b) establish regular communication and coordinate with other partners in the health sector at the national and international level, as well as with other sectors;
  - c) support adequate communication with the public.
- The goal of the PHEOC is to bring together multidisciplinary and multisectoral experts from many different fields in order to coordinate responses to public health emergencies (doctors, IT experts, people in charge of crisis communication, financial experts, lawyers, project managers, etc.)



# Risk communication IPHMNE

- It implies:
  - a) Prevention and mitigation of hazards
  - b) Increasing preparedness by planning and mobilizing response resources
  - c) Establishment of related institutional and technical capacities and capabilities (e.g. laboratories, community clinics and rapid response teams)
  - d) Implementation of public health surveillance programs
  - e) Strengthening environmental health programs
  - f) Engaging communities
  - g) Training staff and validation of plans.





# Plans

- a) Call center for the MMR vaccine
- b) Development of campaigns by the Center for Health Promotion
- c) The design team
- d) Podcast-Youtube-channel



To conclude...

- a) Successful communication helps us to understand each other better, overcome differences, build trust and solve problems.
- b) Successful communication requires a lot of effort.
- c) It is necessary to acquire the skill of quality communication, if we want to make the most of the opportunities we come across in our life.
- d) By acquiring the skills necessary for successful communication, you will learn how to communicate your ideas more clearly and effectively, but also better understand the information being communicated to you.



To conclude...

- Always pay attention to words and actions, ask questions and watch body language.
- With the help of these skills, you will always say exactly what you want and hear what the speaker wants you to hear.
- Always remember that the point of communication is to understand the other person, not to impose your own opinion.

"Stop talking the moment you notice that you are getting upset yourself or that the person you are talking to is getting upset." Lav Tolstoj