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MANUAL FOR BETTER COMMUNICATION WITH THE MEDIA

Introduction

As a mean of massive communication, the public relations have become an inseparable part of all processes in a society, but also, a responsible relation including continuous activities for building, improving and developing the image of each subject, whether it is a governmental or non governmental institution, or any other type of company, organization or a health facility.

**With the social changes and transitions which appeared in the early nineties of the 20th century, began the process of changes in the health services, the way the health system functions and the work of all health workers.** Accordingly, it has increased the interest of the public and the media about the work of the health facilities as well as how to use them. Often, the Ministry of Health is under attack by the public and the media because of the frequent changes of the services which bring obscurity, confusion, a need for timely faster, transparent and constantly information.

Due to successful communication with the public, it is important to know the basic tools and methods of PR (public relations), an English term which means an overall strategic communication, alos, known as a corporate communication (because of the integrity of the goals and tasks).

One of the main objectives is detecting certain segments of the domestic and international public, due to making conditions for creating the desired image for the health institutions or its activities.

Most views about the function and purpose of public relations are summarized in the fact that the practice of public relations is an art and knowledge which contribute in achieving harmony with the environment through mutual understanding based on true and complete information. One of the most important segments and perhaps, the most essential, are the relations with the media, as a bridge between the public and the sender of the message.

The representative of the American Public Relations, Charles H. Zeanahhas stated: „In my opinion, Public Relations is an art, but I guarantee that it is also a science because it can be properly canalized towards the goals or decisions. As in science, Public Relations contain analysis of the problem and methods for its solving.

It is considered that the PR would be great if the two-way dialogue between the one that are sending the messages and those who receive them is sincere.   
This exchange has to be balanced, so the both sides can work equally in order to be more or less able to influence the other side to change itself or to change its attitudes and perceptions. This could lead to negotiations and compromises but the possibility of this to happen is very small.

**OBJECTIVES AND FUNCTIONS OF THE PUBLIC RELATIONS**

Public relations is one of the basic functions of the system of communication for achieving effective relationships with various audiences, and it is used when a certain information or message has to be sent to the public, to influence the formation of public opinion.The main goals of the PR are:

* Developing and strengthening the general understanding, respect and building confidence towards the health facility.
* Communication support and improvement
* Representing the interest of the health facilities against other systems.
* Continuous cultivation of organizational values (corporate identity) in the health institution.
* Helping in the promotion of the general objectives.

The communication channels (media) are used for successful implementation of public relations, by sending a message to the specific target group.

According to Davis Anthony, referring the types of goals as a means of mass communication, the following categories occur:

* recognition
* good reputation and understanding
* reputation and
* working experience.

The goals can be long-term and short-term but it is necessary to be wise, specific, measurable, feasible, realistic and well timed. It is also very important to be measurable in financial sense.

The goals of the public relations must meet certain criteria, for example, general statements of good intentions by itselves are not enough, but it should be considered that the good intentions can turn into measurable profit. Building awareness is often cited as a goal of the public relations but without carefulness and wisdom it is only a general intent, so it is recommended to define goals, accurately and simply.   
Main goals of the public relations are:

- *To improve mutual understanding* - It is important if there is a good internal communication (with the colleagues in the workplace) and external communication (with colleagues from other companies). In case of disagreement, the involved parties should not just see the fault in others but also be self-critical.

- *To influence the public opinion* - How good is the public communication via media and whether knowing when and how to show a message. The most important target group is the general public. The public opinion should be taken into consiederation, because it directly affects the creation of a good or bad reputation which has an impact on the functioning and survival.

- *To lay the foundations of corporate identity* – How the subject is recognizable in public. What is specific about it, what is the perception of the people, what is their opinion - are issues which people deal with PR and take into account.

- *To promote a team atmosphere in the collective* - The main task of the management of a company is to create motivation for all categories of employees. The main stimulative policy makers for the employees have to be experts in public relations. The latest researches show that people work best if they are informed on time for all important matters concerning the company.

- *To provide better information* - Public relations is a two-way communication and therefore it always has to have the newest information for those audiences that the message need to be shared. That is why it is necessary to create a quality database because without developed and quality databases, there can not be an efficient concept of PR.

- *To build bridgeswith the target audience -* The communication between companies is a sensitive subject. Each side should develope a sense of responsibility for the quality of the relation.

- *To improve the relations with the media* – journalists and media are the priority audiences. The management should promote the relations with the journalists and media in order to insure mutual correct communication and to enable access to the media when there is a need of reporting a story.

For successful public relations, it is necessary to have a good strategy which is based on the questions where and when you want to be three to five years from now.

Indispensable part of the strategy is the development of a strategic plan which is one of the main documents that every health subject should have.

It covers information of the structure of the organization, its position in the system, every program, project and activitiy that the institution operates with, the duration and the dynamics of their realization, the means and mechanisms needed for implementation as well as mechanisms for monitoring and evaluation.

To the strategic plan, annual operating plans are added which will include activities provided each year covered by the general strategic plan. In order to realize the strategic plan, you should consider some information on how best to prepare it; must have an introduction containing the basic information about the content of the plan, implementation period, programs, goals and priorities, guidelines for their selection, mission where you have to give a definition of the status and role of the institution and its position regarding other institutions which means the scope of its activities are conducted in accordance with the legislations and the founding documents of the organization or institution.The plan needs to have a *vision* and to explain the main purpose that the health institution strives to achieve the purpose of its existence and its goal. It is important the institution to have a good structural position; the best way to demonstrate the organizational structure would be preparing a tabular display that will show the relations among the various sectors and departments and their hierarchy.

*Publicity also depends on the public relations. Things that media write about the health facilities are more important for the subject than the things its customers would tell for itself.*

Publicity is considered independent and it acquires additional promotion, of course, if it is positive. If the publicity is negative, it can destroy all the propaganda efforts.Therefore, it is necessary to maintain good relations with the media - propaganda sites but also with all the interested subjects form the environment, especially on the users whose opinions are more important than any other.

The strategic function of the public relations can be defined as the following goals:

* to improve the understanding and communication with the colleagues at work and cooperate with enitites;
* to influence the public opinion or to improve public communication through the media, due to a successful presentation to the public creating positive or negative image of the operations that directly affect the situation in the subject;
* to lay the foundations of corporate identity by which the subject will be recognizable and should be kept in mind that whenever people hear the name of the entity, they will have an opinion about it;
* to stimulate team atmosphere in the collective which is a basic duty of the management of an entity in creating a positive working atmosphere and motivation for all categories of employees.

Recent studies have shown that people best work when they are informed in time for all important matters concerning the company.

The department of public relations is an important segment of the activity of every health facility because the general and the professional public have a need to analyze and explain the information which is provided.

It would be perfect if every health care entity has a department for PR but if this is not possible or not necessary (if it comes to smaller entities / health institution) then you need to have a spokesperson or person in charge of communication with the media / public. The main task of the spokesman is to offer accurate, timely information to the public to contact the media and to be available to them, also to declare in public about inaccurate (accidentally or intentionally) transmitted information.

Communication with the public would work better if the person in charge for public relation announces the information to the public promptly and directly.He will achieve it, if he tends a permanent and transparent relationship with the media.

The department of public relations of every health institution has the responsibility to archive the published information, to analyze them and build opinions in accordance with the relevant authorities of the health institutions, to measure the performance of the work and to learn from mistakes.

**Characteristics of the PRs**

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| * **Great communication capabilities** * **Analytical skills** * **Orientation towards results** * **Capability to work in a team** * **Individuality in operation** |

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| ***Functions of the Department /Office for Public relations***  Communication with the media   * Communication with employees * Developing and implementing a communication strategy * Planning and implementating the strategy for communications and public relations * Internal information monitoring * Media monitoring * Preparation of public appearances and special events * Web-sites and preparation of various publications * Cooperation with other agencies / institutions * Situation and crisis management * Measuring and analysing of public opinion |

The role of the media in shaping public opinion is best illustrated if the quantity of information and the quality of the published media articles referring health facility is analyzed.

If the goal is not achieved right away, it will require preparation of special media strategy accompanied by a lobbying strategy. It is necessary to build mutual trust everyday, to transfer information and knowledge, to provide feedback, motivation and other activities for achieving greater effects and results.

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| **The media strategy specify:**  1. The intention of the subject regarding the cooperation with the media.  2. The purpose and identify the tasks.  3. The responsibility.  4. The resources.  5. The effective implementation identifiers. |

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| **Media plan**  1. Define the target audience.  2. Select variety of communication tools.  3. Make a schedule when and which tool will be used  4. Measure the impact of the media plan. |

Maintaining and keeping good and mutually beneficial relations with the media imply preparation of a media strategy and media plan. The health institution should determine the goals and the results implemented intro the media strategy according to its work for which five steps are included:

* Define the intention to cooperate with the media.
* Define the purpose and tasks you must complete to get to it.
* Determine who will be responsible for implementation of the strategy.
* Check the available resources (personnel and equipment) and additional needs.
* Control the effectiveness of implementation, in accordance with the specified identificators.

To implement a media strategy, it is neccessary to have a good and strong media team: media coordinator, author and spokesman; but if the health institution is not able to provide all this, it has to designate at least a person responsible for communication with the media, also prepare a media plan which will include research on the most relevant media, determination of various tools that will reach out the different types of media identified with the research you've already done.

It is useful to do a schedule according to the events and activities that are a part of the work of the health facilities which could be used to organize a visit for press or media event. At the same time, do not forget that you need to measure the effectiveness of communication with the media / public by following writings, speeches, and comments about your health institution.

Information to the media should be presented in a way that will attract media attention which means emphasizing each feature that makes the story unusual or extraordinary.

Journalists need:

* Well-timed information: current and interesting for the public.
* Local interest: The assessment is very important thing - What is interesting on a local level is not necessarily interesting on a national level.
* Life stories: emotional element that will move the audience and will cause empathy or compassion.
* Conflict: Journalists want to report on stories that involve internal conflict, opposing sides, debates, solutions.
* Celebrity: The public feels certain fascination for people and things that are famous, and therefore the attractiveness of the celebrities should not be underestimated.
* Reliability: Journalists are particularly concerned about the reliability of the sources that provide information and ideas for stories. They need accurate information which reliability can be also confirmed from other independent sources.

**Using communication tools**

The effective, efficient and professional communication with the public implies using adequate tools which should be well known for a successful transmitting of the messages, problems, etc.The assessment of whether something is new, interesting and worthy of publication as "news" is very important and depending on the event and the problem, an appropriate communication tool should be selected; a statement, press conferences, briefings, press visit, persuasive letter, interview, and so on.

When choosing the most appropriate tool for presentation in public, we should consider our goal in that particular moment, or what kind of information has the health institution you represent. If it is considered that there is something very important, new and very interesting to say to the public which will become "news", then there will be a press conference or special / media event.

When the health institution wants to be present in the media that provides stories with a different approach from an interesting angle then a briefing or press visits should be organized, or a persuasive letter should be written. If there is a need of additional explaining on something or building trust with the target group or the general public then you should give an interview in a certain medium (according to the event), or again depending on the event you can organize media event or press tour.

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| **Commonly used tools for communication**   * Press/public statement * Press conferences * Briefings * Interviews * Persuasive letters * Press tours * Media event |

**Press release**

Press releases are one of the most popular forms of communication with the media. The aim is to send a message, to present some issues or opinion, may promote an important future, and may contain anticipationfor the future development of the health institution and its work. If it is necessary, it can be used to deny something. It also can be used as a regular method for communicating the media or as a part of some campaign that will include interviews, data publishing, organizing press conferences, media and other events. The press release contains facts, statistics and quotes but most important a story that is interesting for publishing.

Press release can:

- announce something that will happen soon, grand opening or special event;

- inform the media about the beginning or the end of a campaign, project or program;

- promote the results from some survey;

- present something new for an event that has already happened;

- provide information for the public

*It should be considered that the release will be ignored if:*

- looks like a promotional brochure;

- contains too much information but no specific information;

- contains long and incomprehensible sentences;

- the media that it is sent to is not appropriate for that kind of story.

This communication tool is often used when we want to inform about the work of the health facilities to maintain continuity and have consistency in informing the public in cases when we do not have something very important or quite new to announce.

Press release should be short and informative, not longer than one page, and it is mandatory to contain the contact person, his phone number and e-mail address.

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The title is a chance to attract attention and promote news, cause interest and send message. When writing, the most important facts need to be put in first paragraph, i.e. in the so-called head (short introduction) that should give an answer and explain at least three of the questions: who, what, when, why, where something happens. The beginning or the head of the news should be written in a few short sentences, precise and clear, written simply without technical or bureaucratic language. At the same time, it is necessary to avoid the academic style, unknown foreign words and many figures (unless they are really important and interesting).

When using foreign words or a specific terminology, it is better to explain their meaning. If there is a web page, the statement should be published as soon as possible and in a visible place, and when wrriten, you should take into consideration that if you mention an important person besides stating their full name and surname, their function and some additional data from their biography should be also mentioned (e.g. visiting senior representative of a health institution of another country or region).

It should be considered that a press release is not only intended for one target group but for the general public, and when you mention the name of the health institution or other entities, first write the whole name and put the abbreviation in brackets, so you can use abbreviation during the rest of the text.

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| **The press release:**   * announces events * informs about the beginning or the end of a campaign, project or program * promotes results from some survey or research * provides information about everything else that the public should know |

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| **The good press release contains:**   * Facts * Quotes * Statistics * No comments ad provocative adjectives |

**Press Conferences**

One of the most common ways of promoting news and activities is organizing and holding a press conference especially when there is a need to give a quick response for some great news and there is no time to go to each medium separately.

Using a press conference as a communication link with the public is simple, cheap and very effective. It will provide answers to questions from the press and open discussion about some key topics and events. It should be well-organized and the participants should be prepared for unexpected questions reporters could ask.

If during the conference, some errors or unforeseen situations happen, the same can easily become the main theme or title in the news.

Therefore if there is such situation, the damage can be minimized as much as possible only if the representatives of health facilities have good communication skills and the responsibility for dealing with the situationis agreed in advance.

To call a press conference, you should not only consider the content (what you speak, say and how much it will last), but have in mind that the form is the most important (when it will take place, how it will be organized and which media will be invited).

What you should do when organizing a press conference:

* Define the topic and think if you have news.
* Check if the news is interesting enough for the public or you can just announce the data in an announcement for the press. (Da se isfrli ovaa recenica)
* Decide what does the representative of the religious community should tell in the introduction statement.
* Identify the talking points. Same as for the interview, it is the best to focus on three points.
* Think about what would be the possible questions related to the topic but also out of it.

(Consider what is current at the moment in the country as well as in the region and the world).

* Select the date and be careful not to overlap with other important event (of course, you cannot predict everything, but it is good to check for a state or another important holiday and if there is another big event announced in advance.
* The time of the conference has to be determined in accordance with the functioning of the media in the country. The best time is around noon or afternoon but not earlier than ten o'clock in the morning.

When you organize a press conference, you should keep in mind that depending on the number of speakers, you should limit their presentations to a reasonable period of time (up to five minutes per speaker), leaving enough time for answering questions from reporters.

If necessary, provide translation and press release and other materials to be written in more than one language depending on the audience (representatives of the media and other guests). There can be different local languages and foreign languages, if there are guests or journalists from abroad.

Before the start, check the space where the meeting with the press will be held, if all the equipment is functioning and whether they meet the technical requirements.

If you use a stage, it should be well placed and should have control over the light, the windows, the background which has to be in one color. Blue is considered the best color for a background – it has a soothing effect and is good for television.

Next you need to do:

- remove all pictures and mirrors from the walls;

- place the logo or poster of the subject behind the stage;

- location (it should be near the city center and to have a parking place);

- the size of the hall (depending on the number of journalists, it should not be either too small or too big)

- good working sound systems (if necessary);

- good working microphone (if necessary and if there is one)

- have enough plugs for the cameras;

- have a list for registration and materials.

The duration of the press conference is very important and should not be longer than 45 minutes (optimal - 30 minutes), due to stay focused on one topic.

In the introduction part, politely highlight the rules and remind the reporters to only ask questionsthat are related to that particular event. That does not mean you should not be prepared for such questions.

It is good to have a moderator who will present the participants by name, function and organization (you should give these information to the media in writing); to control the duration of the statements and the sessions reserved for questions and also to open and close the conference. The statements should be short, clear and concrete, not longer than 15 minutes written in multiple languages (if necessary).

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| **Use of the vocabulary / style**  1. **Avoid** technical terms, foreign words, and abbreviations.  2. **Use** pictorial expressions, metaphors, style figures.  3.  **Insert** personalization into the speech.  4. **Compose** simple and short sentences.  5. **Use** verbs, instead of nouns. |

During the conference, every journalist that asks a question must tell his / her name and the media he / she represent. If the journalist is not only asking, but also, tries to open a debate, it is necessary to do everything so the representatives of the health institutions do not allow themselves to be provoked and involved in it.

The job of the moderator or the presenter is to be careful on the course of the conference, to intervene if necessary, not to allow it to turn in a wrong direction and eventually, has to thank the audience and to repeat the main message or information of the conference.

Also, there should be a list for the journalist, which they have to sign when arriving, including, writing their names, functions, organizations and contact information in it (phone number, fax, e-mail address).The data can be used for updating the database. This will help you to identify them and, if it is necessary, to get in touch with those media whose journalists did not attend the conference.It allows to provide additional information if necessary.

You should pay attention on the structure of the press conference, which means, the moderator who will present all participants by name, function and organization:

- To control the time

- To direct the questions

- To involveevery journalist

- To close the press conference

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| * **Questions / advices** * Do not avoid answering the questions. * Do not say “**I do not know**” or “**I have no comment**” * What if the question is off-topic? * If they ask three questions at once! * If they want to debate with you! * If only one reporter is asking questions! |

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| **After the press**   * Send a report. * Call the relevant media. * Follow the media coverage and the way you were reported. |

**Press briefing**

The briefing is informal, but official way of communicating with the media or the public, which aim is to inform the journalists, indirectly informing the public. Often, the briefing is mistaken with press conference, but the difference is that in briefing, the information and news related with some particular event, issue or phenomenon, are bandied through informal conversation and the journalist can extract data that will serve to further research on some future stories. Although it is said that the briefing can be organized as a closed press conference where journalists receive more detailed information than the usual press conferences, banding of information happens without cameras, photographs and microphones. The briefing is informal, but journalists will announce information packed into some other kind of genres. In official communication, the journalist can quote everything you said, but in the briefing he cannot. Usually, in briefings, they make reference to “Sources from the health institution” or “Sources close to the Ministry of Health…” If the journalist wants to quote the information source, he has to ask for permission. That’s why it is good when you invite journalists to briefing, to stress the form of communication with them and to inform them that cameras and voice recorders are not required, in advance.

Keeping regular briefings (once a week or once a month), gives the journalists information that can be used in their future work. However, the briefing does not have to be constantly organized. It can be used whenever you feel the need to provide journalists with the latest information of the work of health facilities, to inform about the results of a survey or an initiative, or to learn about a topic of a local importance. Anyway, it is important to have in mind that, although they are informal, everything is official. The journalists will not name the speakers like they would in press conferences, but they will quote the institution, which gives credibility on the information. Usually, you do not invite all the media on the briefings, but choose those that are considered to be most relevant to the topics that are important for the particular subject, and it is optimal to invite 6-12 journalists.

It is useful to prepare and print materials and additional information. Also, you can present certain information, such as strategic planning, that will give the journalists information about a seemingly secondary topic, which would interest them more. In that case, you need to make clear statements in writing (no more than four pages), with basic information that will be presented along with graphs, charts or diagrams that will be used (if any). It is good to have a list with other people or organizations that journalists can contact for additional information on the topic.

On the behalf of the health institution which organizes the briefing, should be invited up to three people, a spokesman (or person in charge of public relations) and one expert on the topic that will be discussed. During the briefing:

- Introduce yourself and meet each other.

- Offer coffee, tea or soft drinks.

- Give everyone a chance to speak.

- Keep in contact with the reporters after the briefing.

The work does not end with the end of the briefing. You will know that the meeting was successful, if the journalists continue to work on the topic and if they start reporting and make further research for them.

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| * Informal, but official communication with the press * Regular briefings (once a month, once a week) * Briefings (when they are needed) * You do not invite all the press, usually 6-12 people |

**Press tours**

Press tour from local, national, or international media can be very powerful tool for getting transparency for the projects and programs. A successful tour will help to build a stronger relation with the media and will give the opportunity to better explain who the subject is and what he actually works.

One of the main goals of press tours is to present the successes and achievements in detail, and/or to discover the weaknesses and problems of the projects and programs. Press tours can be organized at several locations and may include several different media. Relations formed through a successful press tour will, not only allow direct communication with journalists, providing articles from a variety of genres (reportage, story) which are always interesting, meaningful and attractive to the public, but will set the bases for further media attention. If you want a successful press tour, you have to be well organized:

* make a list of media that will be invited,

- plan who will be included in the event,

- take into consideration the activities you want to emphasize,

- include those who have a direct impact on the work,

- choose a focus or main story of the visit,

- define the program (provide transportation and refreshments).

Consider the ways of accreditation of the journalists, to be informed on time and if necessary, to contacts them by phone and to prepare additional information, statistics, photographs, notes, brochures and other relevant materials that will be distributed during the tour. Also, entrust a person who will meet and lead the group. Journalists, editors and users should discuss freely, because in that way, they will learn more about the various activities or projects that are important and useful. At the end of the tour, share the information in written form, including exact names of locations, individuals and groups, statistical data on the subject or project, brochures, photographs, which can be packed separately or together in the press package, including:

- press release or statement that contains the contact person and his / her phone number;

- list of facts reffering the topic (s);

- quotes, comments, supported by appropriate quotes from politicians and other important lobbyists;

- newspaper clippings on the subject;

- tables, charts, photos or other visuals, such as posters, leaflets, etc;

- CVs of the key speakers;

- description of the health institution or project (one page);

- list of all the groups involved and their contact information.

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| *Recommendations*   * Make a list with the media that you want to invite * Specify who will be included in the event * Plan the time * Choose a focus of the “story” * Provide transportation and refreshments * Be honest and do not avoid talking about the problems * Prepare additional information |

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| **Prepare press-pack**   * Report or a statement and contact information * List with facts (the topic) * Quotes, comments, views of lobbyists * Newspapers clippings referring the topic * Tables, photographs, graphs * Short biographies of the main speakers |

**Interview**

There are different media and different types of interviews (for a newspaper, radio or television), but no matter who the interviewer is, the basic principle is that you must always control the situation. Interviews provide an opportunity to clarify some wrong assumptions, to clearly present programs or positions and to have direct and positive contact with the general audience. That is the biggest advantage of the interview; giving first-hand information and providing authenticity. Whenever someone gives an interview, do not forget that, even when he / she is invited to talk about a predetermined topic, the journalists love surprises and almost never miss a chance to take the opportunity to ask for something else. That is why, it is important to always be well prepared for the subject and for all possible questions that could be asked. Good preparation includes information on what one wants to achieve with the interview, what is new or interesting that one wants to announce to the public, what kind of will be sent or explained. Good preparation, also, assumes that one can never be sure whether the journalist will act professionally and ask precise and argumentative questions or unproffesional, asking general, undefined questions, debating, discussing or will give answers to his questions by himself.

In order to have a successful interview, before you start with it, ask the journalist about following: which topic or topics will be discussed; will you go live or it will be recorded; the type of medium (print, radio, television, online); will it take place over the phone or you will have a meeting; how, where and when will it be published or broadcasted; how long it will be.

To avoid the interview to go in a wrong direction, the most important rule is to identify the most important data or messages you want to highlight. It is a kind of safe topics that should be repeated, every time when a question is asked, that one does not want to answer, but should be careful not to exaggerate and be vulgar and borring. The representative of the health institution that gives the interview should have all the possible information, facts, history and statistics about the topic. But, they do not always have to be used and should be particularly careful not to exaggerate the numbers and abbreviations that would be incomprehensible for the public.

If it is possible to decide on the place where the interview will take place, you should choose a place that is well known or representative for the work, or to an event that will happen. If you give an interview to a radio or television, you should change the color of the voice, keep an eye on the intonation and punctuation, be authoritative and influential, in order to be more convincing, so the message you send will be remarkable and more accepted.

It is, also, important to talk in a calm way and without shame and hesitation, but simply, directly, clearly and precisely. Always speak the truth, and be careful not to respond to inappropriate questions and provocations.

If the interview is taking place in a studio, you should not look at the camera, but at the journalist. But, when you give a statement or when the journalist is not shown, then you should look directly at the camera. At the same time, you should be careful not to speak too loud, nor too quiet, and if there are negative questions, not to repeat negation. In case of provocation, do not take a defensive attitude, but rather kindly clarify any misunderstandings and then pass to the positive points. The interview has advantage because:

* Provides an opportunity to send a message.
* Provides authenticity.
* Provides "three safe islands" or messages that one can repeat over the interview.

If it comes to interview for the electronic media / television, the health worker should not only be well prepared for what he / she speak, but should also take into account his / her appearance and acting. Questions should be answered directly, precisely and clearly (the best is every answer to lasts 20 to 30 seconds, but again, it depends on the type of show - some media allow longer program). At the same time, be careful not to read or look at the paper, not to make a lot of moves and gestures, not to tap or shake the legs. The health worker will be successful if he / she carefully listen to the questions because, even if everything is arranged before, the chances something to go out of control, are huge. Journalist can think of a question out of the responses of the interviewee, not related to the topic. In such cases, if the interlocutor has enough data, he / she should answer or to "bridge" the question (exp. To note that that is interesting, but at that moment, the more important is what you have previously spoken, or to be honest and to say that at the moment he / she is not fully familiar with the situation).

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| Be careful in front of the cameras!   * Do not make a lot of gesticulations * Do not look at the camera * Do not tap with the pen * Do not lean on the chair * Be spontaneous, but do not exaggerate * Do not smile a lot, but also, do not be too serious. |

**Persuasive letter**

Persuasive letters are written proposals that are sent to the journalists and editors to evoke interest in specific events or to present new ideas and knowledge that can be used for creating news stories. They do not contain all the information, but only evoke interest.

The media often receive several offers for stories, so the persuasive letters help to focus on a subject that needs to be investigated, analyzed and written. But to achieve the main purpose, persuasive letters must be well written and short. Of course, they should be accompanied with a direct contact from the reporter or producer (if it comes to electronic media).

Persuasive letters are particularly useful if you want health care providers to be presented on television or radio program, to talk about the specific work or project. The same way you write a press release to convince journalists to report on the event that is organized you, also, write persuasive letter addressed to the reporter, producer (or editor), to convince him / her to interview a representative of the entity.

The best is start the letter with an explaining why the story is interesting and important, including a short and precise description of the essence of the story and contact details from the media coordinator of the organization. It is useful to call the media the next day or the day after. This form of communication with the media is used when there is something to be announced, but it is neither new, nor very interesting. Writing a persuasive letter implies that you need to have an answer to the questions: why, when and how to write a letter to the editor:

- To explain the topics of the work of the health institution, related to other topics which are present in the news;

- To clarify a situation, as a response to a false, inaccurate or biased letter or story;

- To respond to other editorials and editorial comments;

- To raise awareness of the local community on issues related to the health facilities (construction of health center, hospital ....);

- To offer insight into the activities that local media treat inadequate;

- To express opinions;

- Use simple vocabulary, convincing that the point can change something.

Letters should be typed or readably written and signed, together with the working address of the author's and his phone numbers. Newspapers often do not publish letters from people who can not get in touch with, to confirm their authorship.

- An effective format of a letter: Paragraph on the subject, several paragraphs explaining the views of the author and conclusion. This allows editors to cut the letter and still, to send a clear message.

- Most newspapers, usually, suggest letters to the editor to have 200 to 400 words. The letters that are too long can be significantly shortened or not be published.

If the letter is written as a reaction to something, in the introduction part should be mentioned the title of the article that is replying to. It should be written with a calm tone, but to be careful not to be boring. Impersonal and boring letters, emotional and personal attacks will not give a good impression, and if are written visually wrong, they may not be published.

Letters are not always written in order to be published, but to inform of the work of the health institution and to make the editor to send a reporter who will then investigate and write the story. It is great if you manage to find a way to bring the topic to the people, and if you write to the local media, state local examples and anecdotes. The letter should impose one topic and stick to it, and it is for the best to keep the structure of reverse pyramid, characteristic for the journalism – the thing that is the most important, no matter when it happened (first or last), is always put at the beginning the text.

In the letter that is a responce to something or someone always, first state the position to which you react, and then write your position on the issue, which will be supported by arguments, facts or evidence. End the letter with a brief summary of the position or statement, question or indication that will be memorized.

Letters to the editor are often used when it is considered that the health facility was misrepresented or that there have been mistakes. This reaction is called *negating*. In this case, one clearly states the mistake that is considered to be made and then states true facts and quotes, taking into account to avoid accusations, arrogant tone and insulting words or qualifications, which can also achieve reverce efect. Inform in direct, precise and clear way, due to achieving most convincing effect. The persuasive letter should be:

* No longer than one page
* Direct and clear.
* To have a story (creative and interesting).
* Followed by a phone call.

Besides this form of letter (persuasive letter), which aims to attract media coverage of a segment of the work of the health institution which has some new angle and by itself it is not "news" which would have been interested journalists, there is also a form letter to the editor. This form is, usually, used when the health institution wants to explain certain topics of its current work that are present in public or to clarify a situation which is wrong and inaccuratelly reported to the public. At the same time, these kinds of letters are also, written when someone wants to act as a response to some specific comment but, also, to raise awareness of the local or general public on issues related to his / her work. The letters are written when there is a clear position on an issue, problem, to win and convince the public that you positions are in their interest.

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| * It should not contain more than 400 words. * It should start directly with the topic, then explaining it and send a message. * It should be written in “peaceful” tone – without insults, vulgarism and quarrel. * It should not contain misinformation and lies. * Focus on the topic. * Structure it as a classic business letter, together with the contact details. |

**Organizing - Media event**

Media events are, also, special events that can help the name of the helth institution to appear in the news. Special events can be:

- celebration (eg. anniversary);

- opening of new helth buildings;

- announcement of some project, such as a humanitarian event

- sponsoring a local or charity event;

- speech of representative of a helth institution of higher rank

Special / media events require strong organizing and planning skills, paying big attention to details. Special events must be attractive to the media. There are four elements that can increase the chances the event to be shown in the news: interesting people, interesting places, interesting topics and good timing, and the main component of a successful event is a *good speaker*.

You should choose the guests - speakers, who are known for their interesting presentations, should be contacted, to expain the topic to them and not to be afraid to ask for support.

Celebrities are always interesting to the public because they attract attention, but they should be familiar with the details of the project to promote them successfully. When possible, the event should be held in a place that reflects the message. For an example, if you talk about how ruined is a hospital that should be renovated, then, you stand right beside that building and there, you organize a special event or you use the tools of communication (give a statement, organize press conference) - so the message will be more convincing, direct and with strong visualization. Special events offer something extraordinary, things that do not happen every day. They should either be very interesting, with pictures and words, such as celebration or a charity event, or to bring something new, such as starting a project or opening a facility.

Like when organizing special / media event, it is important to assess: the reason for the event, who would be invited, who would speak, how it will be organized and promoted, and what woud attract media to send a representative.

Before you organize the medie event, you should:

* Choose a good speaker
* Choose a good topic
* Organize it on a place that expresses your message
* Specify the right time (from 10 to 12 am)
* If the event is taking place in the evening, it should be no later than 20 pm
* Keep in mind that TVs need picture / scene and newspapers need photography.

**HOW TO PREPARE A GOOD PRESENTATION AND A GOOD SPEECH**

When preparing a presentation, you should know what your purpose is, who and why you address. For successful presentation, you should think like your audience:

• What do they know and think about the issue that you are talking about?

• How good are they with the new technologies?

Good presentation means good structure; an introduction, development of information and a conclusion. Into the introduction part, we should represent ourselves (name and surname, where do we work at the moment, brief working experience), meet with the participants (if it is a smaller group of people), but keep in mind that, if it is a large group of people or a different kind of presentation (e.g. defense of doctoral thesis) then briefly address the audience and start with the presentation.

There is a belief that it is better to start with a joke or anecdote, but this is recommended only if you know how to tell a joke; otherwise, it might seems bizarre and to turn the presentation in a wrong way.

Good alternatives are:

• Some honest expressions of personal experiences or feelings.

• Honest confession for yourself.

• Selfcriticism.

At the beginning, it is important to explain what you are talking about and at the end of the presentation, to summarize the already told (conclusion).

When preparing a Power Point presentation, we should keep in mind that every detail is important - from the selection of the background to the way the text is written. It is important not to write too much text (the slide to be used as a help tool, not as a textbook). Experience has shown that it is appropriate to write up to seven rows per slide and no more than seven words in a row. We must be careful about the colors that are used. It is recommended to have contrast between text and background, and not to use yellow or orange color (no one will be able to read it).

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| **The clear presentation insures:**   * Clarity * Attractiveness * Planned appearance * It saves time   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   * The main point is written in capital letters * Sub-points are most effective * Less text on the slides |

When it comes to the font size of the letters and numbers, it is recommended to be 18 to 24 for the text and 32 for titles. If there are charts, they should be simple, big, precise and clearly identified, as well as the images, maps or other additional photographs. Кога подготвуваме презентација треба да избегнуваме табели со бројки кои оптеретуваат (освен ако не станува збор за теми кои тоа го бараат), па дури и тогаш е подобро користење на графикони и друг вид графички прикази.Доколку користењето на табелата се јавува како неопходност можно е еден од броевите, оној со кој се сака да се привлече вниманието, да се заокружи со различна боја од останатите или да се потемнат остатаните колони со бројки а да се остави онаа со која се сака да се привлече вниманието на публиката.

All this would imply that good presentation should not have:

• Too many images

• Too much text

• Discordant in what is said and what is shown

• Too many fonts and colors

• Excessive amount of data

**Public speaking**

Art of speech means to know how to write a speech, how to present it and how to speak it. If we want a successful speech (or presentation), first of all, we have to know the audience to whom we are talking to, to define the purpose of the speech and to think about the access, according to the needs of the audience.

At the same time, it is important to integrate points of the audience into the speech, and to consider the various positions which contributes to "softening" the unfriendly moods and tends to earn their attention. The introduction of the speech should be meaningful, current and interesting. The first 90 seconds are crutial for the first impression. The main purpose of the introduction is to attract attention to the public, to provide sympathy and to arouse interest in the topic. When the ancient Romans were speaking in front of the Senate or the people, they were saying “Tua res agitur” or "It is a matter that concerns you" and today's American version of it is - WIFY or “What is in it for you”?

Example: “Today I will talk about the latest health reforms which would improve health services for all citizens, and for those who are directly involved in the operation of thehealth facilities and institutions …" - the sentence is general; it announces changes, but not what kind of changes. The next paragraph announces the specific things or the result of the changes.

"Recent reforms project new social and health package which will help the Macedonian citizens to choose whether to pay it in the Health Fund or other private fund, or not to pay in funds, at all. This will allow them to choose whether to pay in state funds, to be treated for free in the university clinics or to pay for it when they have a need. In accordance with the foreign comparative experiences, we believe that this will improve the health system in general."

Speech is a tool for creating opinion through adequate communication with the audience, in order to earn their trust, accept the message and create positive image. Three criteria are considered essential for a good speech: convincing the audience, amusing the audience and motivate the audience.

Since in ancient times, the great philosopher Aristotle said that "rhetoric is the ability of identifying the important and primar function that can convince (assure), that every object or phenomenon posses." When it comes to the field of economics, he pointed the benefit of using the AIDA formula:

*Attention -* to attract attention

*Interest -* to cause interest

*Desire -* to stimulate desire

*Action -* to make a decision to buy(marketing)

Sometimes, marketing and retoric techniques overlap and sometimes, we even use terms, such as, political marketing, personal marketing etc. Therefore, AIDA marketing impact formula, can adjust the rhetorical AITA, for the rest of the areas:

*Attention* - attracting attention

*Interest* - causing interest

*Theory* - speech / presentation

*Action* - audience accepts the views of the speaker and act in accordance with them.

Good preparation means to be careful how the so-called verbal / linguistic level is used, where it is important to use words, dictionary, and style. Verbal level involves great speaking skills - voice "manipulation", which means, speaking without oscillations but with correct diction, not too fast or too slow.

The speaker should, also, keep an eye on the non-verbal level; body language, facial expressions, gestures. Depending on the speech - if it comes to presentation for a particular audience, it should be paid attention to the technical level, how to work on a laptop, projector etc.

Also, you should pay attention to the way you communicate with the audience (dialectical level) - whether it provides interaction or monitoring the reactions of the audience, adjusting them or their involvement.

When we speak, we should avoid professional terms, foreign words, abbreviations and it is desirable to use pictorial expressions, metaphors, insert speech personalization and formulate simple and short sentences, use verbs instead of nouns.

The famous British Prime Minister (was working as a journalist for some period of time), Winston Churchill, once said: *“A good speech should be like a woman's skirt; long enough to cover the subject and short enough to create interest.”*

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| * Speak clearly * Slowly and loud enough, so everyone can hear you * Talk to the audience, not to the computer, whiteboard or the screen * Have prepared messages - „security islands.“ |

Искуствата покажале дека постојат грешки кои се карактеристични дури и за многу добрите оратори.Една од најкаректиристичните е ненамерната туку вродената ароганција, како и претераната самодоверба која често се доживува како арогантност и бахатост а со самото тоа се намалува влијанието кај публиката. Отвореноста, едноставноста, сигурноста во себе но истовремено покажувањето дека сме еден од оние што не слушаат, дека сме дел од нивните проблеми, желби и потреби ни помага да ги освоиме симатиите на публиката, да бидеме уверливи, да ги придобиеме на своја страна - да бидеме добар говорник.

During the speech, it is for the best to have the rule KIS –

Keep It Simple, on mind, which contains ten commandments:

* Speak less – say more
* Inform yourself about the public
* Think about the cause and the purpose
* Limit the time and do not overrun it
* Prepare yourself for the speech
* Stick to the structure of three parts
* Speak engaged, use body language
* Speak vividly – the speech is not a text
* Practice your breathing, voice and diction
* Let every speech expresses personality

Directory of relevant media in the Republic of Macedonia

Nova Makedonija

Dnevnik,

**E-Mail:** dnevnik@dnevnik.com.mk

**Tel:** + 389 2 32 36 800

Vest

Utrinski vesnik

[contact@utrinski.com.mk](mailto:contact@utrinski.com.mk)

Vecer

vecer@vecer.com.mk

**Tel:** +

Sloboden pecat

**E-Mail:**  support@pecat.mk

**Tel:** +389 2 55 11 746

Kapital (weekly magazine)

**E-Mail:** kontakt@kapital.mk

**Tel:** + 389 2 32 98 110

Makedonska Radio Televizija (MRTV)

**E-Mail**: direkcijamrt@com.mk

**Tel.**: + 389 2 32 41 741

Televizija Sitel

**E-Mail:** goran\_gligorov@sitel.com.mk

**Tel:** + 389 2 32 29 800

Televizija Telma

**E-Mail:** office@bulgariaonair.bg

**Tel.:** + 359 2 448 40 70

Kanal 5

**E-Mail:** desk@kanal5.com.mk

**Tel.:** + 389 2 30 91 560

TV Alfa

**E-Mail:** alfatv@alfa.mk

**Tel:**

TV 24vesti

**E-Mail:** info@24vesti.com.mk

**Tel:** + 389 2 60 90 924

Alsat-М (television in Albanian and Macedonian language)

bisera.jordanovska@alsat-m.tv

**Tel:** + 389 2 32 16 070

Makedonsko Nacionalno Radio

**E-Mail:** direkcijamrt@mrt.com.mk

**Tel:** + 389 2 32 41 741

Antena Radio

E-Mail: agencija@antenna5.com.mk

Tel: + 389 2

Kanal 77

E-Mail: kanal77@kanal77.com.mk

Tel: + 389 32 39 77 17

Makedonska Informativna Agencija (МIА)

E-Mail: mia@mia.mk

Tel: + 389 2 246 16 00

Makfax

E-Mail: makfax@makfax.com.mk

Tel: + 389 2 31 10 125

Sites:

www.mkd.mk

www.libertas.com.mk

www.plusinfo.com.mk

Content