THE ORGANIZATION OF PUBLIC RELATIONS
DEPARTMENT AT HOSPITALS: A MODEL SUGGESTION

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ABSTRACT
Since health care and repair involve all the people, hospitals have a special importance among public service establishments. Hospitals undertake important missions in securing physical and psychological well-being of the society, briefly providing public health-care. As for the overall PR, it is a series of constant activities evaluating the attitudes of the target community, developing relations supported mutual cooperation and acceptance, aiming at gaining the respect, feeling and sympathy of the target people and establishing a positive image, and thus it is a sine qua non for every corporation. Throughout this context, in our study, the importance and duties of PR at hospitals square measure targeted on, and a model is developed regarding the position, standing and functioning of PR at hospitals.

Keywords: Hospitals, Public Relations, Organization, Modelling

INTRODUCTION
In the world, there has been an improbable strong modification at intervals the economic, social, cultural, and technological areas. As a results of this alteration, the firms and also the establishments, of that we tend to are members, are beneath the influence of this method. For establishments, this alteration has become a lot of sophisticated. Establishments might reorganise their structure so as to stay up with the developments, if necessary. Then, remodelling the functioning becomes a necessity for health establishments because it is for the opposite public service firms. Therefore, with the modification of worldview, it's needed to review PR among the scope of health organization structure and to deal with PR in terms of a lot of useful pattern.

For health communication, the foremost important step is to use PR specialists every in hospitals and among the Ministry of Health, and to see PR departments and coordination and to bring them into force. The studies show that either there is not any public relation department at hospitals and one in all the managers tries to carry out the functions of this department, or the staffs managing PR is specialists in numerous areas, and thus, they are doing not have scientific proficiency in managing PR. This reflects that the importance of PR isn't adequately taken or the worth of PR isn't actually honored. PR department is thought to be a data table that brings out the thought that anyone else will perform the task.
However, there are tasks like cluster communication, communication across establishments, corporate communication, and relations with media, social relations, PR, Strategic communication, following the environmental factors, crisis management, activity management, and consultation among the department of PR. In the health sector, to determine PR department could be should for all establishments. In recent years, it's seen that the Ministry of Health have centered on the topic seriously. At hospitals, to achieve the target community and to produce communication of top quality with them on the premise of respect and sympathy, and therefore to determine a positive image, area unit doable through planned and arranged communication studies.

Another misperception concerning PR results from the thought “target community”. Public relations, target community are the teams United Nations agency are directly or indirectly associated with the organization. In terms of hospitals, target community is simply thought to be “patients” in practice; notwithstanding, doctors, nurses, the opposite employees, and every one the general public and personal sectors (SSI-Social Security Institution) are among the scope of the target community. So, PR services should be carried by being within the service of all the teams, people and establishments correlating with the hospital.

The institution of PR department or, if there's a public relation department, the use of PR specialists are important problems for communication in health sector and crisis management. As an example, once problematic things come back up as a result of the transplantation or the opposite reasons, connected hospitals stay incapable of managing crisis and media.

The most important aspect of hospitals from the purpose of public relation is their giving service to any or all the categories of society and people from completely different ages and sexes; in different words, hospitals are the establishments wherever all the mentioned plenty are directly applying (Seçim et al. 2001:123). Health problem considerations with male and feminine, young and previous, patient and traveller, in short, all the people, and could be a important issue exacting to use to hospitals. PR services should be carried everyplace wherever individuals exist.

In the classification diagram of Peter M. Blau and W. Richard Scott, “each hospital is explicit as a public service institution” (Seçim et al. 2001:123). Following this statement, “patients, United Nations agency are the target community of hospitals, cannot be the choice manufacturers on which sort of treatment service they're going to get, the number and also the quality of this treatment and its assessment” (Seçim et al. 2001:123). That is, the patient goes to the hospital to induce data on the illness and to be treated. To steer and inform patient himself/herself and accompanying are important. Throughout the treatment method, each the patient and also the accompanying ought to be taught. It's obvious that accompanying are becoming mentally depressed still because the patients. So, they have for psychological support. That is, considering that individuals obtaining service at hospitals aren't healthy, and therefore the service to be provided should be consequently dispensed.

The other feature of hospitals from the purpose of PR is their sophisticated structure. The extremity within the division of labor brings disadvantages still as blessings (Seçim et al. 2001:123). The division of labor is important for institutionalisation. In establishments, the upkeep of work flow, the implementation of recent management techniques, and also the organization of departments ought to offer solutions for the issues raising thanks to an advanced division of labor system. In terms of civil rights, the high costs of the services at hospitals, the competition between the public service institutions and private sector, raising the notice of public on the diseases, demand concentration on public relation services heavily. Concordantly, this study aims at respondent the raising question, “why is there a requirement to re-organize the general public relation departments at hospitals?” and following this, the study can counsel a model for public relation department and services for these establishments.
CONCEPT, WHICH MEANS AND CONTENT OF “PUBLIC RELATIONS”

The connected literature offers a good vary of definitions for PR. every definition underlines one or a number of the points of PR. With regard to these definitions, it's conjointly doable to work out application areas of PR. a number of these definitions are given below:

1. Public relations is to develop resonance between target community and institution, and to line up and sustain the efforts to remain this resonance (Domingo de Guzman, 1996:37).

2. According to Cutlip, Center, and Broom, public relations may be a management perform provision development and maintenance of relations supported profit and mutual communication between the institution and target communities that play a basic role inside the success and failure of an institution (Cutlip et al. 1994:6)

3. To the results of urban center scientific research conducted in Europe in 2000 and given within the World PR Congress, PR is “a strategic relations management grouping knowledge supported mutual communication, raising the extent of perception and name, planning to gain the trust of public and target communities at intervals public in general” ( computer network.ipranet.org).

4. Public relations is “a management perform provision maintenance of relations supported common edges between an establishment and also the target communities” (Pohl,1995:1).

5. Dilenschneider states that PR is said to strategic drawback solving(Dilenschneider,2000:9)

6. Public Relations is an art and counselling scientific discipline branch on organizing services on behalf of each establishment and target community by doing trend anlayses and estimating the results these trends cause ( Wilcox et al. 200:6).

7. Public Relations could be a method of the profitable integration of latest and continued relations between an establishment and partners, and conjointly the management of all the communication activities supported developing and sustaining an institution’s whole and reputation (Caywood, 1997: XI).

8. Public relations is claimed to utilizing communication thus on develop positive relations between an institution and its target community(Botan,1989:99-110)

9. According to Gossen and Sharp, the foremost role of PR is to specialize in techniques supported conflict resolution (Gossen and Sharp, 2000:35-38).

10. Public Relations is that the efforts to produce resonance and good-will between the establishment and public by performing arts the planned tasks.

11. Public relations are a social control perform provision the action of structure aims, the identification of organization mission and vision, facilitating the structure modification. PR department develops the affiliation between the external surroundings and also the employees of the organization by transferral the expectations of community and also the aims of the organization into consonance and developing positive relations (Baskin et al, 1997- cited in, Tengilimoğlu, Öztürk, 2011:21).

In these definitions, PR is stressed as a very important issue effecting the success and also the failure of an establishment as a results of the interaction with social environment and sense of social responsibility. Moreover, a PR is explicit as a management perform covering planned efforts. The strategic aspect of PR, that encompasses a wide influence on name, perception and drawback finding method, is stressed. The strategic communication direction role of PR in analyzing the trends and corroboratory the threats as a scientific discipline is remarked. The whole image of PR and its perform in developing a full image are pointed. So, PR is given as a “win-win” technique between the institution and target community. PR hold a intercession position. To develop relations supported dual-communication, sensible -will and faith is among the activities of PR.
Public Relations Society of America sums up the services at intervals the scope of PR and also the aims as such:

1. PR involves the programmes ready by the executive department of an establishment.
2. PR is fascinated by numerous public teams at intervals and out of doors of the establishment.
3. PR instructs the executive department in developing policies throughout the method of image shaping for opinion and in managing the name of the establishment.
4. PR develops dual-coordination between establishment and target community and maintains it.
5. PR aims at a modification at intervals and out of doors of the establishment by means that of effecting opinions, attitudes, and behaviours.
6. PR establishes new relations between the establishment and target community and sustains it.

**THE IMPORTANCE OF PR DEPARTMENT AT HOSPITALS**

The field of public relations and Organizations Services could be an important would like for the establishments and organizations. With the changes in worldview, PR becomes circular function qua non for each establishment. This condition leads to the rise within the variety of PR departments or brings out a requirement for the institution of PR departments within the establishments. In recent years, the key focus of Ministry of health and media on health problems and also the rising public awareness, and consequently, the increasing importance of human health have resulted in a rise within the demand of health services over ever. To boot, expectations on the services provided by hospitals have conjointly redoubled.

Hospitals are establishments wherever patients and casualties, those uncertain concerning any sickness or those demanding check-up, are examined, treated, dose psychiatrically observation, restored, diagnosed either by being hospitalized or not (Özgen, 1995:73). The most perform of hospitals is to treat the diseases that are the essential reasons for patients in applying to hospitals. The diseases occur in {several in numerous} organs due to several reasons in bod. The services to treat the diseases are the treatment plans and determined by the physicians and allotted by the doctors and also the alternative employees of the hospital (Alpagun, 1981: 198).

This method is named as patient care. Hospitals are leading establishments among the general public utilities giving service to public. Today, because it is altogether the sectors, there's a contest between establishments in health sector. Therefore, the impressions and also the effects the hospitals can wear their target communities are important for hospitals to survive. Developing positive impressions and effects will be accomplished through effective PR services.

Promotional activities in several practices like to tell the community regarding the services of non-profit organizations, to draw in customers’ and promoters’ attention, and to bankroll should be consciously carried. Such establishments utilize communication tools in their promotional activities (Akgemci, 2007:470).

Today, in achieving to the targets of public or non-public hospitals, to possess dynamic systems on the premise of clearintelligible-reliable-dual-communication and to sustain these systems are of importance. What is more, all the contacts with the patients should be coordinated by the department of PR (Colorado Hospitals Guide, 2003:2). Within the promoting of health services, the department of PR includes a terribly active role to develop a positive image on opinion. The promoting of health services aims at organizing communication programmes to develop a positive perception regarding the services equipped by the hospital through a good name management (Gümüş, 2005:105).

The promotion of the hospital, effects fully the efficiency and performance of the hospital, the satisfaction of the patient, the less complicated supplement of services, and therefore the patient’s hospital adoption (Acuner et al., 2006). notwithstanding the disadvantage is, patients ought to be benignantly treated and, if necessary, ought to be pardoned since patients and their problems are the
foremost reason for the existence of health profession (Oğuz, 1996: 42). The implementation of those tasks demands the institution of PR departments and coordination and also the employment of qualified personnel at hospitals.

There are varied analysis studies for eliciting data on PR departments at hospitals. These studies cowl looking the individual attitudes and perceptions on hospitals; motivation studies supported learning a way to inspire the target community and to extend the satisfaction level; analysis studies supported marketing research to stabilise the social, economic, and cultural trends which can impact on the programme of PR for hospitals and to review the standing of competitors in marketing; analysis studies supported revealing the explanations of the hospital preferences and also the conditions inflicting these preferences; analysis studies leading the department of PR in terms of assignation of the effect of messages through totally different publicity techniques like newspapers, magazines, television, booklet etc. and also the style of effective messages; researches covering the study however these messages are perceived and cause positive tendency, what influence the messages sent have heading within the right direction community and whether or not the messages are perceived or not; analysis studies involving the stabilisation of the success of PR project by changing the positive ideas into attitudes and behaviours within the direction off the planned aims (Bateman,1998: 11; cited in Yurdakul et al., 2007:31-46).

According to a study, the foremost factors conveyance forth the necessity of the institution of public relation departments are listed below (Tengilimoğlu, 2001: 29-34):

1. The systematically changes in health sector
2. The complicated structure of hospitals,
3. The exceptional specialisation in several fields,
4. Language drawback and paperwork,
5. Public cognitive state and also the power of the specialist,
6. The changes within the conditions of the patient,
7. Professionalization of hospital management,
8. Restrictions on public financial sources and money would like,

Besides these, there are alternative factors like the enhancements within the patient rights, data demand, the advance of mass media, exacerbating competition and also the increase within the variety of private hospitals likewise because the variety of public ones, the very fact of the requirement for public approval and communication with public for every establishment.

THE DUTIES AND RESPONSIBILITIES OF PR DEPARTMENTS AT HOSPITALS

The duties and responsibilities of PR unit will be divided into three totally different teams from the purpose of management, service and physical setting. (İşik, 2011:37-39).

The social control Duties and Responsibilities. Informing the employees regarding the institutional objectives and policies and providing flow of knowledge and information from prime management to employees.

Providing the transfer of information, demands, desires and complaints of employees to prime management by means that of formal or informal communication channels.

Organizing seminars, panels, workshops and conferences so as to encourage employees to boost their skilled data and skills or encourage them to participate such activities outside their establishment.

Organizing in-service coaching seminars for personnel on the topics of “communication with patients and patient accompaniers”, “communication skills and body language”, “stress management”, “time
management”, “motivation techniques”, “emotional intelligence” and etc. by attractive specialised persons.

Organizing activities, like visits, picnic or meals to extend the morals and motivation of the employees. Applying questionnaires to work out the viewpoints, wishes, demands and complaints of the employees regarding the establishment.

THE DUTIES AND RESPONSIBILITIES FROM THE PURPOSE OF SERVICE

1. Establishing a data table to answer the queries of the patients and their accompaniers and to canalize them. Coaching the personnel operating during this unit on the topics of emotional quotient, effective speaking and listening and fellow feeling.

2. Putting criticism boxes and having a connector via that patients and accompaniers experiencing issues will categorical their issues. Evaluating the approaching complaints and finding solutions to those issues with the hospital management.

3. Preparing posters, brochures and etc. for informing and enlightening the patients and accompaniers touching on the hospital.

4. Employing a professional personnel to concentrate to the strain, wishes, issues and complaints of the patients and to seek out solutions to those so as to not maket the hospital staff busy vainly.

5. Establishing an aesthetic online page of the hospital in order that all kinds of data will be reached simply and in an interactive means.

6. Organizing questionnaires, observations or surveys to be told the viewpoints of the target people.

7. Organizing questionnaires periodically relating to “customer satisfaction” of patients and accompaniers.

8. Organizing questionnaires relating to the “hospital image” at intervals the cities, cities and etc. where the hospital is giving service.

9. Organizing informative seminars and conferences relating to public health.

PHYSICAL SETTING DUTIES AND RESPONSIBILITIES

1. Being sensitive relating to the physical look and hygiene (suitable to health) conditions of the hospital.

2. Encouraging the personnel to be keen and sensitive on this issue.

3. Giving special effort to the inner decoration from the aim of being aesthetic and restful.

4. Securing that the inner and outer look are appropriate to the institutional image.

5. Securing that sound and illumination systems are appropriate to the standard and repair standards.

6. Preparing and golf stroke informative and familiarizing billboards for the patients and accompaniers in appropriate places.

ORGANIZATION AND FUNCTIONING OF PR DEPARTMENTS AT HOSPITALS: A MODEL SUGGESTION

The importance of departments in establishments varies consistent with their positions in hierarchy except the tasks they particularly do. The potency and effectiveness of a unit, directly dependent to or beneath the supervising and observation of a general administrator or secretary, aren’t a similar because the effectiveness of a unit beneath the supervising of a branch chief. The position of the department gains importance within the coordination and communication with alternative units, within the resolution regarding conflicts arisen or to arise, and within the fulfilment of the orders. Some
factors have importance and have an effect on within the determination of the position of promotion department within the establishment. These factors are often listed because the historical development, the issues encountered, functioning field, and temperament of the accountable personnel and therefore the temperament of the opposite managers (Ertekin, 2000, cited in Geçikli, 2010:67). Besides, the scale of the establishment, the standard of the merchandise and repair and therefore the objectives of the establishments also are vital components.

On the other hand, there's the leadership side of managing a promotion department, practice or branch. Counsellors have a crucial place at the present. As a result of whether or not as a department at intervals the establishment or as a practice, the conductivity of campaigns and alternative tasks expeditiously is significant. For this reason, The position of promotion practician at intervals the establishment is critical in relevance social control standing. Promotion practician is that the counsellor of the administrators of board in several massive corporations wherever promotion play a crucial half.

What is a lot of vital is that this is often the proper functioning for the businesses experiencing a crisis or has with success evaded a crisis. Additionally to its own department management, promotion manager additionally has social control role with the opposite department managers. S/he ought to participate affairs of state selections, learn regarding secret info, and thus, get engaged in new developments at the attainable earliest part.

She ought to attend each meeting to debate all problems regarding the establishment. this is often as a result of promotion manager had higher apprehend what's occurring within the establishment over the others and feel liable for creating suggestions on each matter (Jefkins, 1983:27).

When of these factors are thought-about, it's useful that promotion department ought to have an in depth position to the highest management within the data structure. A prime manager direction the overall policy of the establishment ought to feel the general public relations service near himself because it contributes to the present general policy. However, promotion departments could have completely different positions consistent with numerous organization forms (Ertekin, 2000, cited in Geçikli, 2010:67).

According to Silver, establishments could select one amongst 5 completely different alternatives in ending the general public relations activities:

1. Public relations responsibility is also given to 1 United Nations agency isn't a PR specialist.
2. A promotion practician are often utilized.
3. Institution should buy service from outside PR companies.
4. It could join forces with a PR skilled operating freely.
5. One or a number of higher than mentioned alternatives are often used along (Silver, 1995:159).

As for Seçim and Coşkun, promotion activities are often chiefly organized in 3 forms within the establishments (Geçikli, 2010: 70)

1. Public relations activities are often appointed, as an extra task, to 1 or a number of the workers operating within the establishment. This person is sometimes one amongst the highest managers, and this condition is mostly seen in tiny corporations.
2. The practises associated with PR are often dole out by a practice workplace out of the establishment. Some activities necessitating keen and serious effort, like gap ceremonies, celebrations, organizing the programs of foreign guests, organizing international conferences or conventions and etc. are typically given to such apply office’s. Besides, organizations can work on the aspect of a specialist from apply corporations, but they have to apprehend the observe well, and behave objectively.
3. A PR unit (or department) that searches, programs and do alternative activities are often established within the establishment, or PR units having completely different sizes and functions are often fashioned to hold out the duties by suggests that of a team work.

When hospitals are thought-about, the most effective is to ascertain a coordination unit or department directly accountable to the highest manager. As seen in Figure-1, a specialist in PR directly accountable to move physician ought to follow the coordination with completely different departments using specialised PR practitioners directly dependent to him/her.

As shown in Figure 1(below), PR organization diagram at hospitals are often fashioned as subunits consisting of strategic PR, corporational PR, corporational PR directed to external world, and an official to blame of coordination, all of whom are dependent to move physician. Each unit has its own duties. Strategic PR officer carries out researches towards all PR practices, makes policies, realizes the look, and evaluates these policies and plans by applying them. Besides, downside and crisis management, and crisis communication are often beneath his/her responsibility. downside management is that the method of deciding the issues at hospital, analysing them, listing them consistent with priority, selecting the strategy program, golf stroke them into observe and evaluating the results.

Problem management is additionally referred to as pre-crisis designing. On the other aspect, crises are the events that seem at an sudden time, create the perception and preventive systems of the hospital light, produce stress and anxiety on the workers, cause the impoverishment of the hospital image. All these ought to be resolved during a short time. Crises showing throughout an organ transplantation and epidemics will be given as example for such crises. Image and name management also are thought of at intervals the context of plan of action PR. In each of them, forming the image of the hospital, strengthening and protective it are the objectives.

It is the duty of strategic PR to manage the image shaped as a results of the religion, idea, feeling and impressions of the folks concerning the hospital, and to make a picture at intervals a time by means that of bound communication programs and means that are devised well.

**Figure.1: The Organizational Structure of Public Relations Department at Hospitals**

Another monetary unit is that the internal-corporational PR unit. Internal corporational PR comes forth concerning the relations associated with the target folks at intervals the corporation. It's the complete
of activities complete by securing the manager employee, employee-employee communication relations and forming sympathy, warm heartedness and trust towards corporation.

It appears very tough for a firm to achieve success in its external relations while not managing its internal relations well. From the purpose of read of hospitals, once manager-physician-nurse and different personnel build collaboration, a good team work seems. Demands, wishes, complaints and expectations of the employees ought to be taken into thought, they have to be thought of as folks having feelings, and therefore an empathy ought to be established, and also the strategy ought to be determined in line with these factors.

Besides, organizing seminars, panels, conferences, personnel coaching activities, workshops, and taking private affairs into consideration square measure all at intervals the duties of internal PR. When psychological mood and expectations of patients and accompaniers WHO are the target folks of hospitals are thought of compared with different establishments, the nice distinction between them will be seen clearly. The patients and accompaniers touching on hospitals square measure in an exceedingly mood of stress with the sentiments of sorrow, anxiety, and fear, and thus, they will exhibit rather totally different behaviours and attitudes from healthy folks.

During this context, relations management in establishments giving health services gains high importance. Public relations practices out of the establishment contains institutional efforts to undertake the activities of creating communication with folks, developing relations with press and visual media, and media management. It's necessary to follow whether or not the hospital is mirrored absolutely or negatively in news on TV, radio or written press. As hospitals are the establishments wherever each section of the society gets service, all types of reports concerning public health is discharged, the results of accidents with injuries or mortals are declared, public or press announcements concerning connected events are created, and that they ought to keep their relations with mass media at the highest level (Canöz, 2010:43). Wrong or incomplete news notably regarding epidemics, organ transplantations, diseases of prime level statesmen, accidents with mortalities, malpractices or injuries and etc. may manufacture anger at intervals the society. PR units at hospitals can forestall such unwanted events through complete and correct announces.

The other target folks of hospitals are the drug corporations and also the manufactures or sellers of medical instruments. The operations towards these target folks are sometimes administrated by external PR unit. Gathering data concerning the education level, cultural structure, age, sex, and demographic data of the folks wherever the hospital is set, that diseases are additional common within the space, the structure and functioning of the hospital, are among the duties of external packaging unit. Additionally to those duties, informing the employees and also the target folks while not making any suspicion, and promotion of the hospital and lobbying activities also are administrated by external PR unit.

The duties of person guilty of coordination contains the budgeting and its usage, flow of work, achieving and keeping address registers additionally to the coordination between departments.

**CONCLUSION**

The service quality of the hospitals is one among the foremost necessary indicators of socio-economic development of states. The most objective of the hospital services is to convey the health services to society within the quality and time that voters demand with the potential lowest value, with easiness and downside determination, listening the parties, and thinking events as humanistic. Though there are vital enhancements recently, hospitals are still seen the foremost problematic service establishments from the purpose of target people’s satisfaction. Health service aims at up the welfare and happiness of the society by protective, up and sustaining the health of humankind physically, psychologically and socially. fast changes in technology, developments in communication means that, increase within the financial gain levels, consciousness of human and patients, increase within the complaints and expectations of the patients have caused health services to become additional complicated.
these circumstances, it's necessary that such establishments endeavor necessary tasks ought to offer nice importance to PR practices and reorganize their PR departments.

At present most of the developed establishments have PR coordination offices or departments. Besides, they generally get facilitate from PR advisor agencies to hold out their PR activities. Huge hospitals are, especially, complicated organizations.

In such organizations, providing internal and external communication effectively, gaining a strategic purpose of read, decisive a policy and designing, performing arts them, creating analysis and potency measurements, relations with mass media, downside and crisis management, structure relations, employees relations, lobbying, promotion and recognition studies, achieving, keeping and registering addresses are all complete within the PR coordination offices. PR may be a trigonometric function qua non for hospital directors.

Thus, it's inevitable for a functioning organization structure to own a PR coordination unit/department as bestowed within the model wherever specialist personnel dependent on to prime manager square measure employed.

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