UNIVERSITY OF NAIROBI

SCHOOL OF JOURNALISM AND MASS COMMUNICATION

AN ASSESSMENT OF THE USE OF SOCIAL MEDIA IN CRISIS COMMUNICATION STRATEGIES AT KENYATTA NATIONAL HOSPITAL IN NAIROBI COUNTY

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A RESEARCH PROJECT SUBMITTED IN PART FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS IN COMMUNICATION STUDIES

2018

DECLARATION

This research project is my original work and has not been presented as a thesis in any other university.

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K50/87921/2016

Approval

This research project has been submitted for examination with my approval as the supervisor.

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ACKNOWLEDGEMENT

First and foremost, I would like to acknowledge the almighty God for giving me the strength and ability to go through this study. He has been my hope when I felt like giving up.

Many thanks to my mother Charity Wanjugu and my father Peter Chege. They have shown their support by their prayers and encouragement for me to carry on. May God bless you.

I would also like to thank my supervisor Dr.Wambui Thuo, for her guidance and encouragement. She has been able to put up with my numerous corrections and questions throughout the study. I thank you for your patience and belief in me.

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ABSTRACT

This study sought to assess the use of social media in crisis communication strategies at Kenyatta National Hospital. The objectives of the study were; to investigate the various types of social media employed by Kenyatta National Hospital in crisis communication, to determine the kind of information shared through social media by the hospital during crisis, to find out the kind of feedback received from the public through social media during crisis, and to find out how the management uses social media to communicate both to the public and the stakeholders during a crisis. The study employed qualitative research approach the case study method. The study focused on two 2018 crises which occurred at Kenyatta National Hospital namely; the surgery mix-up and the nursing mothers' rape allegations. Qualitative methods of data collection which include content analysis and interviews were used. An interview guide was used to interview key informants from the communication department at the hospital, who were selected through purposive sampling. Content analysis was used to collect data from social media which fell in the time frame, January to March 2018 when the scandals took place. Data analysis was carried out through thematic analysis. It was found that the hospital has Facebook, Instagram and Twitter accounts whereby Facebook and Twitter are actively in use. It was also found that the organisation follows a crisis communication strategy through which information such as empathy, corrective steps, reassurance and achievements, is shared to the public and stakeholders. Feedback from the public was found to be condemning, supportive, demanding, abusive, interrogative, sarcastic and humorous. It was also found that the organisation uses press releases, reports, short texts, photographs and hash tags to communicate through social media. The study recommends that Kenyatta National Hospital explores more social media platforms to reach a wider audience as well as invest in the training of its employees and management on crisis communication.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter outlines the background of the study, the statement of the research problem, the objectives of the study, the research questions, justification and significance of the study, scope and limitations of the study as well as the operational definition of terms. The background of the study will include a discussion of the two crises that occurred at Kenyatta National hospital early in 2018.

1.1 Introduction

A crisis is defined as a significant disruption to the normal activities of an organisation, leading to extensive media coverage and public scrutiny (Agenti, 2002). Every organisation is at the risk of facing a crisis throughout its activities (Holtzhausen & Roberts, 2009). It is therefore advisable for organisations to have a crisis communication plan and policies in place, for purposes of security and preparedness in case of a crisis situation which in most cases is not preventable. The crisis communication plan is a guideline which is focused on communication. It describes how the organisation will communicate to the public and the media in the event of a crisis (Fearn-Banks, 2001). The rising or falling of an organisation depends on how well or how badly it handles crisis. Barton (2001), points out that the backbone of handling crisis is communication.

The advent of social media has made the process of communication faster, global, collective as well as interactive. Social media has 24-hour accessibility and this means that the public can use it at any time, day and night. With social media, there is no time or geographical barrier. When handling crises, organisational managers must consider such factors and

others such as ease of accessibility of information, the speed at which the information develops as well as its viral nature (Veil, Sellnow & Petrun, 2012). This is challenging to most public relations practitioners and crisis communication managers as when a crisis occurs, they have to act swiftly and come up with well-structured statements while on the other hand; the public is tweeting, copying and pasting, screenshotting and sharing information that actually caused the crisis.

Schiller (2007), states that in times of crisis, while corporate communication professionals are preparing well-thought-of statements, the public is concurrently blogging, emailing and posting photographs out of rage and desperation because the same people who should be listening to them, are not. This is the challenge that crisis managers have to face every time a crisis occurs in an organisation. Again, crisis knows no holiday, free time or working hours. It can occur anytime hence its nature of surprise. Picture this, a crisis manager is peacefully enjoying his sleep at home and gets a phone call from a colleague at 3 o´clock in the morning. The colleague nervously asks, "Have you seen the statements about our company, making rounds on Facebook?" The manager sits up immediately and logs into his Facebook account as well as that of the company and what he sees is a negative viral thread on most of the social media sites about his company which developed overnight. The manager has no choice but to have his peaceful sleep disrupted and assemble his crisis communication team and perhaps go through their crisis communication plan which should be in place. Hence the significance of having a crisis management strategy in place (Pang, Hassan & Chong, 2014)

Any type of crisis could occur on social media. Coombs (2009) points out three primary types of crises. These include rumours, complaints about products or services as well as challenges which come in the form of complaints from social activists. Rumours are

unfounded information that is false about an organisation which can spread very fast when communicated online. Companies such as Starbucks have rumour pages set up just to manage rumours about their organisation. On complaints, customers or consumers are bound to complain about a product or service when it is not done to their satisfaction. This results in them turning to the social media platforms to air their concerns and fury. This should act as an early warning sign to the organisation, that it needs to act swiftly and do some adjustments to its product (Coombs, 2009).

Activists such as environmentalists or vegetarians can be challenging when it comes to handling crisis for an organisation. They pose a challenge which the organisation should look out for and find ways of handling it online when threatened. Sometimes environmentalists might not be comfortable about the kind of chemicals a company for instance uses to create its products. This group might for this reason turn to the social media to express its distress by the organisation to the public. This could lead to the organisation being challenged to close down or use chemicals that are not harmful to the environment. The organisation should look out for such kinds of crises and find ways of handling them soon before they spread (Coombs, 2009).

Further, the cyberspace is a universal connection which can also be viewed as a public space. Individuals have the capacity to develop their own content and share it. They also have the ability to access limitless information (O´reilly, 2007). It can also be noted that the public turns to social media to air their dissatisfactions and fury about an organisation´s failure to give satisfactory services (Gregorie, Salle & Tripp, 2015). For this reasons, organisations need to be aware of malicious individuals who might be out to taint the reputation of an organisation for selfish reasons, either because they want to bring their own organisation to

the top or because they have been hurt by the organisation. For instance, one might decide to come up with false information about a product of a company such as food and show that it is unfit for human consumption. YouTube and Facebook had several videos that featured KFC chicken allegedly having live worms (King, 2016) while another one featured workers repackaging food (Wright, 2013).

As is the case with social media being the cyber space, the videos circulated and still keep circulating to date. This illustrates that social media can be used to create crisis which can spread very fast and in a short time. On the other hand, social media can also be used to create, improve or repair the image of an organisation (Coombs, 2014). It is through social media that organisations are able to get their statements to the public within a short time. This is due to the fact that social media forms the centre of the public sphere that encompasses the global space. Cardoso (2006) and Chester (2007), state that the society organises its public sphere on the basis of media communication networks.

Most organisations have embraced social media due to the various benefits tied to it. It is however through social media that most crises occur mostly as a result of saying the wrong things or a malicious individual tainting the name of an organisation due to various selfish reasons (Pang, 2013).

Organisations use the social media to handle crises as a communication channel to the public tactfully to protect their reputation. This can be coupled with gestures such as donations, community social responsibility initiatives such as provision of food and shelter to the underprivileged, discounted prices and so on. They can also use denial or justification to repair their image (Coombs, 2014). It is therefore evident that social media can be a make

or break to an organisation depending on how it is used by the organisation to communicate during a crisis situation.

1.1 Background of the Study

Kenyatta National Hospital has recently had several cases that have injured its reputation. These include the sexual assault cases that were allegedly experienced by new mothers staying at the hospital and the brain surgery mix-up, whereby surgery was done on the wrong patient.

These scandals all spread like wild fire through social media whereby with just a tap on the phone an individual could share the message to a wide population within a split second. For instance, the rape allegations scandal was started by a Facebook post which was posted by a Facebook user by the name Mildred Ondiso who had been labelled "the whistle blower". According to the *Daily Nation Newspaper* (January 19, 2018), the lady claimed to have met a lady who was almost raped in one of the KNH lifts. "The only thing that saved her was her scream. She screamed her attacker off," reported the lady. She claimed that the attempt happened as the lady went to breast feed her baby. The message was posted on a Facebook page which goes by the name "*Buyer beware".* The post read:

"Security is a big issue, especially for mothers whose kids are in the nursery. The nurseries are on the ground floor and the mothers on the third floor. Today a lady was nearly raped. She had gone to breastfeed her babies at about 3am. Screaming saved her. Never mind she had her twins by caesarean and had barely healed. Such vulnerable mothers need protection." (*Daily Nation,* 2018)

The post was then reposted to a popular Facebook group that goes by the name *Kilimani mums* and other groups. The post later triggered confessions from other mothers who claimed to have been sexually harassed and experienced attempted rape in the past. This was later spread through various social media platforms such as WhatsApp where it circulated

as a "screen shot" whereby an individual takes a photograph of the message while online, using the same phone. This photograph can then be sent from one platform to the other and go viral. The "screen shot" was circulated to various WhatsApp groups/ communities and contacts and this is how it blew out and elicited rage from the social media community and finally to the public as the mainstream media then disseminated the information as seen in the videos by *NTV* (2018) and *Citizen* (2018).

The CEO of the hospital, Lily Koros responded to the issue by pointing out that the hospital has 24/7 CCTV surveillance as well as security personnel who are dedicated to the safety of patients. She also stated that they had not received any complaints regarding the matter despite having several suggestion boxes in the hospital. In her statement, the CEO emphasised that the hospital had the interest of every patient at heart and that they were working towards making sure that everyone is safe (Citizen, 2018)

Another incident that recently occurred is the mix up in surgery that also ignited social media outrage towards the hospital. This can be seen in the reviews on the Facebook page of the hospital where the public talks ill of the hospital (Kenyatta National Hospital). This happened on one occasion when a trauma patient, who required nursing and medication, was confused for a brain surgery patient. He got an open brain surgery meant for another patient and the news went viral immediately the 'mistake' was realised (NTV, 2018). The *Daily Nation* posted this news on their Facebook page (*Daily Nation @DailyNation*) on March 2, 2018. The post got 102 shares, 107 comments and 335 reactions which included anger and sadness. Kenyans had opinions regarding the hospital some of which were injurious. One of the members of the public claimed that her grandmother was beaten up by a nurse for falling out of the hospital bed as a result of having a seizure. This later aroused more comments and

negative stories about the hospital experienced by the public. At some point some individuals who claimed to be employees of the hospital stepped in and tried to spread positive messages about the hospital through the same channel which did not seem to get the attention of the public.

The surgery mix-up incident actually led to four members of the staff being suspended by the hospital management (NTV, 2018). The staff included the neurosurgeon, the ward nurse, theatre receiving nurse and the nurse who administered the anaesthesia. The CEO (Chief Executive Officer) Lily Koros was thereafter suspended by the government (Cabinet Secretary, Health Sicilly Kariuki) (KBC & Citizen, 2018).

1.2 Statement of the Research Problem

The rapid dissemination of information results in a shortened window of response for the organisation in case of a crisis. It is therefore advisable to have a plan and policies in place in case of a crisis (Coombs, 2014). Despite organisations embracing social media and incorporating it into their activities, crises still spread and by the time they are being tamed, a great deal of the public is already aware and acting upon it. There is also a lack of information on knowing what kind of information to disseminate both to the public and the employees of the organisation during a crisis. This also includes the steps that are taken to lessen the damage caused to the reputation during a crisis. The public will react by giving certain types of responses according to how the organisation reacts during a crisis. The employees are looked at as the ambassadors of the organisation. Every time a crisis occurs, they have the mandate to shield the organisation from further damage as they are a liaison between the public and the management. Most corporations assume that since young people appear to be well-versed with social media, then they can run the social media platforms

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successfully. This is a misjudgement and wrong perception as not every young person who is well-versed with social media is a trained crisis manager. These organisations end up having inexperienced and unqualified individuals managing their social media sites. Organisations therefore need to look into introducing social media training to every employee, young and old.

1.3 Objectives of the Study

I. To investigate the various types of social media platforms employed by Kenyatta National Hospital in crisis communication.

II. To determine the kind of information shared through social media by KNH during a crisis.

III. To determine the kind of feedback received from the public through social media during a crisis.

IV. To examine how the KNH management uses social media to communicate both to the public and the stakeholders during a crisis.

1.3.1 Research Questions

I. What are the various types of social media employed by Kenyatta National Hospital in crisis communication?

II. What kind of information is shared by Kenyatta National Hospital through social media during a crisis?

III. What kind of feedback is received from the public through social media during a crisis?

IV.   How does the KNH management use social media to communicate to both the public and the stakeholders during a crisis?

1.4 Justification of the Study

This study focuses on crisis communication and social media. Social media has become a popular channel of communication which allows freedom of communication. Social media can be accessed by anyone provided they have the necessary gadget for this kind of communication. Organisations therefore need to take note of this fact in order to avoid the spread of crisis through social media by knowing what to say and how to say it during crises. With reference to the crises that hit KNH earlier in the year 2018, this study explored the ways in which the hospital handled the two crises through social media. Content analysis of the social media platforms used by the hospital was carried out as well as interviews on key informants.

1.4.1 Significance of the Study

The research will make it possible to discover the ways in which organisations handle crisis particularly using Social media. It will also unravel the types of social media preferred for this purpose and the policies that are put in place in strategising a crisis communication plan. This will highlight both the rights and wrongs that organisations do in strategising crisis communication and in so doing, aid in improvement of this department. The research will also bring to attention the level knowledge of social media that the crisis managers in the communication departments have. This is essential as it will define where the communication department stands in handling crisis communication using social media in

this time and age. The findings of this research will also be used by other scholars as well as researchers as a reference material.

1.5 Scope and Limitations

The research focused on crisis communication through social media. Kenyatta National hospital was the organisation of focus as well as the incidences that had allegedly occurred in the organisation from January to March, 2018. Kenyatta National Hospital is located in the Upper Hill area, Nairobi County, Kenya. The study was therefore limited to this one hospital and its staff in the department of communication and marketing. The organisation is a public referral facility which offers health services to patients in Kenya and some from as far as east Africa. As a result of the incidences that had occurred, access to sufficient information from the key informants was limited since the organisation had already been on the limelight with the media focusing on it. As a form of protection, it was not easy to acquire information from the heads of the communication department who in this research were anticipated to be the key informants.

1.6 Operational Definition of Terms

1. Crisis: A crisis is defined as sudden and unexpected event that will have a negative impact or a clear threat to an organisation´s operations, image and core values.

2. Crisis communication: Crisis communication is defined as the gathering, processing, and dissemination of information needed for addressing a crisis situation**.** Crisis communication includes the collection and processing of information for crisis team decision making along with the creation and dissemination of crisis messages to people outside of the team.

3. Social media: Social media is a communication platform which is networked whereby the members own distinct profiles consisting of user provided data. Users are able to publicly express networks that can be viewed and navigated by others as well as consume, create and interact with user generated content which are normally created and provided by their connections.

4. Organisation: An organisation is a complex system of interactions among individuals working at various levels and interacting and responding to the social, economic, cultural, political, systems which surround it. In this study, an organisation is referred to as a group of people working together towards a common objective or goal whether long-term or short term.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter looked at the case studies and literature that had close orientation to crisis communication and social media in organisations. Two cases of crisis were reviewed. These included; The Domino's Pizza crisis and the Volkswagen Emissions Crisis. Reviewing these cases enabled the researcher to compare and contrast the different crisis communication strategies employed by organisations through social media, having KNH in mind. Literature on communicating during crisis and the role of social media in crisis communication was also reviewed.

2.2 Domino´s Pizza Case Study

Young & Flowers (2012) did a case study on the crisis that was experienced by Domino´s Pizza. The study focuses on the crisis communication strategy used by Domino´s. The case study refers to Arthur W. Page Society´s Principles which are; tell the truth, prove it with actions, listen to the customer, manage for tomorrow, conduct public relations as if the whole company depends on it, realise a company´s true character is expressed by its people, remain calm, patient and good humoured (the page principles. n.d)

These principles are also compared to Seeger (2006); 10 best communication practices, based on the work of communication scholars and experts; process approaches and policy development, pre-event planning, partnership with the public, listen to the public´s concerns and understand the audience, honesty, candour and openness, collaborate and coordinate with credible sources, meet the needs of the media and remain accessible, communicate with compassion, concern and empathy, accept uncertainty and ambiguity and messages of self-

efficacy. According to Seeger, these principles are the backbone of an effective crisis communication plan.

Veil, Buehner & Palenchar (2011) propose the incorporation of social media tools to Seeger´s principles by using social media to scan the environment, management of rumours and in choosing the right and appropriate channels for crisis communication. Bell (2010) acknowledges that disasters, also known as crises, are unique, dynamic and unpredictable in nature, hence incorporating and putting together these practices might be problematic.

(Hale, Dulek & Hale 2005) give the four step process through which an organisation should respond to crisis communicatively which follows, observing the events, interpreting information for accuracy and relevance, choosing a strategy among alternatives and finally implementing solutions.

According to the case study on Domino´s, the principle of telling the truth was utilised whereby the CEO conveyed that the company was not responsible and apologised. He also added that they wanted the trust of the public back. According to the case study, Domino´s needed to take responsibility of the situation if they wanted to be open and candid as Seeger (2006) puts it. The study found out that they also needed to take into consideration that taking responsibility of the mistake could expose the company to lawsuits and other legal vulnerabilities (Claeys & Cauberghe 2012). It was also found out that in trying to implement the principles and best crisis communication practices, there was a 24hr lag which caused customers to start tweeting about whether the company knew what was actually happening and asking what it was going to do about the videos posted. This added fuel to the online fire that was building up. More of the public was getting to know about the incident by reading and sharing the tweets and actually clicking on the links to watch the videos.

York (2009), states that Domino´s is on several social media sites such as Myspace, Twitter, YouTube and Facebook with close to 300,000 followers, yet the company faced difficulty in managing the crisis. She goes on to point out that there´s a difference in how social media is used in marketing and how it is used in managing crisis.

The first response which was not considered effective was posted on the company´s website but it did not reach the larger part of the consumers and public that the company interacts with. The huge part of the public was actually on the social media.

According to York (2009), the crisis team had a social media strategy already in place only that they were planning to implement it a week later. During the crisis, they had to act as soon as they could which is the opposite of what they had in the plan (Jacques, 2009). The public outburst on social media led them to speed up the response by fighting the viral messages with their own viral message posted on YouTube. The message featured the key elements of effective crisis communication which include; giving an apology, acknowledging the online community and thanking them for bringing the issue to their attention, separating the company from wrong doers and announcing their prosecution while stating the steps that the company was taking to curb the situation.

The Domino´s Pizza crisis case study was done using secondary information. The study utilised published information such as "The Page Principle" in the analysis of the strategy and execution used in the Dominos crisis situation. The data presentation was done in a descriptive and narrative way. The researcher presents the findings by narration in a comprehensive and factual manner as seen from the case study.

2.3 Volkswagen Case Study

Volkswagen faced a crisis in 2015 well known as the "Emissions crisis". According to the New York Times (26th February, 2016), the company had been cheating on diesel emission compliance. In short, the VW cars were polluting way more than advertised.

This information was unearthed by researchers and was used to confront the company. VW was quick to deny this report on them having manipulated the diesel emission levels on their cars. When the NPR (National Public Radio) confronted the CEO with this accusation, he said that they did not lie but they had just misunderstood the question.

The situation got interesting as they immediately realised that they did not give the right answers and asked for a second take with the radio station. In the second take, they used the crisis management strategy where they started with acknowledging the issue at hand and then went ahead and apologised for the situation created in front of customers, dealers and authorities. In this case the public got different contradicting statements from the same organisation. This would definitely cause mistrust from the public and further ruin the company´s reputation (Charles, 2007).

As observed, Dominos Pizza´s reaction to a crisis was centred on the public while the VW car manufacturer was centred on the management. The management focused on shielding itself from shame and torture while putting the public´s right to know aside. This might have saved their reputation at that time but cost them in the long run.

The Harvard Business Review (HBR), Nov 20, 2015, talks about *´´Putting the right information on twitter during a crisis.´´* According to the article, the public strives to stay together and fight from one side in times of crisis. They will therefore turn to a platform that

connects them by beating the odds of time and geographical boundaries. (Schejter & Tirosh, 2015). It can also be noted that misinformation spreads fast on social media during crises which is a challenge to most crisis managers. An example of Federal Emergency Management Agency (FEMA) is given whereby it put up a rumour page to actively correct misinformation as it came. This could be part of the crisis management solution to organisations.

2.4 Communicating During a Crisis

2.4.1 Having a crisis communications plan

Hermann (1963) defines a crisis as an event characterised by threat, surprise, and short response time while Coombs (2007) defines crisis as the discernment of an event that is random and unpredictable and threatens significant expectations of stakeholders. The event can have a serious impact on the performance of the organisation and generate negative consequences.

Mitros & Anagnos (2001) refer to crisis as an occurrence that actually affects or has the likelihood to affect the organisation as a whole. This goes on to show that if an occurrence affects only a small portion of the organisation then it does not amount to crisis. For a crisis to take place, it must impose a major negative effect on human lives, property, financial earnings, health, reputation and well-being of the organisation.

According to Baron (2009), the most important element for effective crisis communication is a crisis communication plan which is made beforehand. Lando (2014) observes that if a structure is not put in place ahead of time before a crisis occurs, then a structure that is made in a hurry may cause the organisation to crush and be negatively affected more than it would

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have, had there been a plan in place. She emphasises that it is necessary for an organisation to have a crisis communication plan in place which is regularly updated in case a crisis strikes. A crisis communication plan ensures that there is order in the midst of panic during a crisis situation. The plan dictates how the organisation will deal with the crisis and how it will communicate during the crisis. Considering that a crisis allows very little or no response time, the plan saves the organisation this trouble. The plan contains media policies and procedures, media contacts, a few spokespeople set apart for the organisation, target audiences and the overall organisational information (Needleman, 2009).

The plan could also involve an expression of empathy to the public and stakeholders, informing or communicating to the public about any risks involved. For instance, in the case where a poisoned product finds its way to the marketing such as was with the recent case of the sugar that was laced with mercury and copper in the Kenyan market.

In addition, the plan could also involve provision of emergency courses of action to be taken, so as to keep the stakeholders and the public from danger as well as making a commitment to communicate to the public (Coombs, 2009).

2.4.2 Managing Misinformation

On what crisis managers can do to manage misinformation and help the public in the environment where they receive messages from all corners, the manager is advised to stay ahead of everyone with the information and put truthful and accurate information to the public (HBR, 2015). During a crisis situation, the organisation should have information about its crisis management efforts on its website page. This is where the stakeholders including the mainstream media rush for information (Coombs, 2009). If the information

from the organisation is not found online, then there is the question of whether the organisation is handling the crisis appropriately or not. It should be noted that the public is hungry for information during crises. The manager should therefore actively provide information since when it comes from an authority, the tendency of coming up with rumours is low.

The organisation is also advised to go where the "action" is. It is advised that the crisis manager directs his or her team to the source of crisis. For instance, if the crisis erupts from a certain social media platform such as Facebook or YouTube then the organisation should direct its efforts to that specific social media site. It is however of importance to carefully respond by giving full identification, the name of the organisation and the reasons for responding to the crisis situation (Coombs, 2009).

Organisations should be careful while engaging in the messages and avoid intimidation to the online community, avoiding statements such as engaging lawyers to get people to stop talking. The organisation should on the contrary contact the person making the complaint and ask them why they are making the accusations and what the organisation could do to make things better. Organisations are also advised to listen more and pay attention to the needs of the online community as compared to them talking. Listening is key as it will enable the organisation locate the problem and come up with appropriate way of handling it through communication. Coombs (2009), points out that social media is a platform that is dominated by the stakeholders. They generate and circulate information and when the organisation steps in and tries to dominate the conversation, it is viewed very negatively by the online community. The organisation should therefore work on listening and responding periodically to the messages when it is advisable to do so. The organisation should listen and

add comments when appropriate. Transparency in the social media environment for the organisation is also essential. The organisation´s personnel should always ensure that they identify themselves as they communicate during crisis situations. Responding to comments and not identifying yourself and who you work for could end up encouraging lack of credibility to your organisation. It might be very difficult for the stakeholders to trust you as an organisation in the event that you try to communicate at a later time after hiding your identity. This therefore creates difficulty in effective crisis communication (Coombs, 2009).

2.4.3 Assessing Threat

Coombs (2009) gives pointers on how to assess whether or not what the organisation sees on social media is a threat to the organisation´s reputation. Firstly, the organisation is advised to constantly scan the social media to see what the public is saying about the organisation. Scanning for negative comments should be a key factor for the crisis manager. When negative comments are identified, the individual doing the talking should be assessed to decide of what importance he or she is to the online community. Does he or she have a great following or influence? If so, then the crisis is bound to develop at a faster rate. Lastly; the organisation should check if the message if spreading and the rate at which it is spreading. If it is, then it is time to change from scanning to actually communicating through the crisis.

Crisis situations are characterised by factors such as; threat of losses plus the organisation´s survival being in danger, negative impact on the resources of the organisation, loss of time to engage in crisis management by taking the necessary actions and not having control or management of the ongoing events (Krzakiewicz, 2008). When organisations are conducting a threat assessment, the first step would be to try and find out where the threat is by considering its source and thereafter the level of destructiveness that it might cause (Grodzki,

2012). This study analysed and classified threats of crises and the findings were tabulated and presented in table 2.1

Table 2.1 Threat Classification

Time of emergence	Short, medium, long, very long, unspecified
Source of origin	Natural, Technical, anthropogenic
Possibility of anticipation	Controlled, Predictable, unpredictable
Cause determination	Intentional, random, mixed, natural
Spatial extent,	local, regional, national, international, global
Destructiveness	Minimal, average, high, total
Area of activity	Sectoral, religious, political, universal
Generic division	Events, catastrophes, disasters, cataclysms
Term of elimination	Short-term, medium-term, long-term, unlimited

Source: Ficon, 2007

2.5 The role of social media in crisis communication

Social media is a public social networking site where users interact with other users globally while sharing information in terms of videos, images and text (Coombs, 2009).

According to Mayfield (2008) characteristics of social media include;

I. **Openness**: Social media platforms allow feedback and participation, comments and sharing of information by the public. Restrictions are rare making it easy to access and make use of the content found online.

II. **Conversation**: Social media allows for a two-way communication in contrast to the mainstream traditional media.

III. **Participation:** Social media encourages feedback and opinions from the public or any other interested parties.

IV. **Community**: Social media allows for formation of communities. People with the same interests such as politics, art or photography come together and are able to share ideas and communicate effectively.

V. **Connectedness**: Most of the social media platforms are connected to each other. For instance, one can access a YouTube link posted on a Facebook page or an Instagram Bio.

VI. **Bio**: An area under the name and photograph of the user where information about the user is displayed. It can also be referred to as the profile.

According to the HBR there is a perception that social media is not worth the time and that it is just for younger people. It can be noted that organisations put the youngest employee/intern to manage social media. Social media can be a make or break for companies or entities depending on how it is used (Aichner & Jacob, 2015).

It should be noted that the public increases its use of social media during a crisis since everyone is desperate for news (Pew Internet & American Life, 2006). With the internet

being an influential source of news, it can be observed that journalists and media houses use it as a source of news (Waters, Tindall & Morton, 2010). This can also be seen from the fact that a Facebook post from a lady about a rape allegation at the KNH elicited social media rage and attracted mainstream media to air the information as news.

Crisis managers should take into account that the social media is able to generate timely communication and interactive conversations in a short time (Seltzer & Mitrook, 2007). This function of social media can be utilised by managers in creating and disseminating information during a crisis.

Coombs (2009) points out the importance of being on the look of what is being said online about the organisation, if one is to be engaged in effective crisis management. He gives an example of Cryptonite, a company that makes bicycle locks where some customers turned to social media and made complaints about how easy it was to pick these locks and steal them, yet they were very expensive. At first the company was reluctant to react to these complaints and make a change but the public persistently communicated their fury through social media. This eventually led to the company making the necessary changes that were needed. This is because the crisis had transpired very actively and vividly in the online community (Coombs, 2009).

Another example of a case study that was done on social media is "*Should He Be Fired for That Facebook Post?"* on HBR by Watson & Lopiano (2015). Kenton, an employee of Downcity Motors had "badmouthed" the company on Facebook. Kenton had made a post describing how bad the situation at Downcity Motors was in terms of events organisation.

The company was planning for a Mercedes launch rollout where they had arranged to have

a party. Kenton tried to reach out to the management by proposing to have a high-class party but nothing was done about this. He was displeased by the fact that his idea of serving a particular kind of food as well as having a particular kind of setting was not taken into consideration. Kenton´s post read; "So thrilled that Downcity went 'all out' for the most important Mercedes launch in years. Nothing says luxury like plastic tablecloths and soda pop."

The management had to scan Kenton´s Facebook page just to have an idea of the kind of threat that the organisation was dealing with. They had put their hopes on the fact that Kenton had enabled settings that controlled who could and could not see his posts. This however was not the case and it caused panic to the management since they discovered that Kenton´s Facebook account was an open one. This meant that post had already been seen by the stakeholders and the reputation of the organisation was at stake.

2.6 Theoretical framework

2.6.0 Overview

The theoretical framework will look at the theories that will inform this study. Situational Crisis Communication Theory by Timothy Coombs and Image Repair Theory by Benoit W. will be discussed in this section.

2.6.1 Situational Crisis Communication Theory

The Situational Crisis Communication Theory was developed by Timothy Coombs and is strongly influenced by the Attribution Theory from psychological research. Coombs (1995) notes that as the attribution increases so does the threat to reputation or image of an organisation.

The attribution theory states that people search for causes especially of unexpected and negative events and will react emotionally to them. They will try to make sense of the events and make attributions of responsibility. The public or stakeholders will try and decide whether the organisation is responsible for what has happened or whether the negative event was caused by an external factor. People will judge the situation depending on locus, stability and controllability and these attributes will help them to determine how brutal the crisis is depending on whether the organisation is responsible or not.

The theory is pegged on the works of scholars such as Bernard Weiner, John Atkinson, Julian Rotter, Harold Kelley, Fritz Heider and Kurt Lewin. According to Bernard Weiner (1972), the allocation of responsibility noticeably guides sequential behaviour. Weiner (1972), looked at three dimensions of attribution. These are the locus dimension, stability dimension and the controllability dimension within which the causal situations ability, task difficulty, effort and lack are organised. These dimensions vary in degree ranging from external to

internal, controllable to uncontrollable and stable to unstable (Weiner, 1986). Of the four

causal situations, ability and effort are viewed as internal causes because they are looked at

as aspects of the person (in this case the organisation) rather than the situation. On the other

hand, luck and task difficulty are viewed as external. In the dimension of stability, ability is

viewed as stable while effort and luck are viewed as unstable. Causes such as effort are

considered to be controllable while ability, luck and task difficulty are looked at as

controllable (Zaleski, 1988 & Weiner, 1979).

Table 2.2: Locus of causality

STABILITY   LOCUS   STABILITY

Internal	**External**
Ability	Task Difficulty
Effort	Luck

STABLE

UNSTABLE

Source: Weiner, 1986

The goal of Situational Crisis Communication Theory was to find out what shapes or

influences the factors that guide the public's attributions to responsibility of an organisation

during a crisis situation. In short, Coombs (1995) wanted to determine the factors that shape

how stakeholders or the public perceive a crisis. Using the Attribution theory as a guideline,

Coombs (1995) created a crisis type matrix which determines if the crisis is internal or

external and intentional or unintentional for the organisation.

Table 2.3: The Crisis Type Matrix

INTENTIONAL   UNINTENTIONAL

Faux Pas	Terrorism	EXTERNAL
Accidents	Transgressions	INTERNAL

Source: Coombs,1995

Internal crises are situations that come from within the organisation while intentional crises would be a transgression of some kind. Unintentional crises would be an accident inside the organisation. External crises would be an act of terrorism that is considered as intentional and a faux that is seen as unintentional. When the crisis is looked at as internal, steady, and one that is manageable, it is considered the responsibility of the organisation. However, when the crisis is looked at as external, out of control and unsteady, it might not be viewed as the responsibility of the organisation. On the contrary, the organisation would be viewed as the victim (Coombs, 1995).

To simplify this, Coombs (1995) developed and tested a system of assessment that was based on two parts. The first was to look at the general type of crisis that the organisation is facing. These include; Victim - whereby the organisation itself is viewed as a victim with very minimal responsibility, Accident - whereby minimal responsibility is attributed to the organisation considering external factors that might have led to the crisis such as the weather which could be floods or hurricanes. The third type of crisis is the preventable type whereby the organisation is considered responsible for the crisis. Here, the public strongly believes

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that the organisation is the cause for crisis and attributes responsibility to it. This type of crisis is difficult to manage according to Coombs (1995).

In addition to these types of crises, Coombs (1995) found two crises intensifying factors which are history of crisis and prior negative reputation. Where the organisation has history of a similar crisis situation, the public will attribute greater responsibility of the current crisis to the organisation. The same case applies to a situation where the organisation has prior negative reputation. If the public has in the past viewed the organisation as a failure in a particular area such as giving services that are of low standards, then in case of a crisis, the public will attribute greater responsibility to the organisation without a doubt. It is therefore essential that crisis managers look at the crises types as well as the intensifying factors, to have an idea of how much responsibility the public is attributing to the organisation for the crisis situation.

On how to communicate during crises, Coombs (1995) gives a few pointers on what to say and do. The first step that managers should take is to help the public or stakeholders prevent further harm. The public should be provided with information that can help them protect themselves physically from the crisis. For instance, if the crisis involves a poisonous product, the public needs to have this information so that they do not buy or consume it. In this case the organisation would have taken care of the public physically.

The second step is to help the public cope with the crisis psychologically. Coombs (1995) points out that the public, especially those affected directly by the crisis, go through psychological distress. The organisation behind the crisis can help the public cope with the stress through communication. Giving corrective information is one way of communicating

to help the public cope psychologically. Here the organisation informs the public of what it is doing to prevent a repeat of the crisis. Victims of the crisis always fear that the crisis might happen again (Coombs,1995). KNH gave corrective information as well as corrective action during both crises that occurred. For the rape scandal, the management promised the public that it was doing a thorough investigation on the issue. "We have invited the directorate of criminal investigations to have a look into these allegations" on the head surgery mix-up, the corrective action information given was that some of the staff responsible for the mistake were suspended. This was taken as a disciplinary action to prevent any other incompetence. Coombs (1995) emphasises that it is important for an organisation to tell the public the actions being taken to prevent a repeated crisis. Managers are also expected to express sympathy to the affected public during a crisis. Organisations need to be empathetic to people affected by crisis since it makes them feel better psychologically.

According to the SCCT, as responsibility increases, the organisation has to respond in kind. Managers need to know the situation in depth so that they neither underreact nor overreact to the crisis.

The theory of Situational Crisis Communication can be applied to the crises at Kenyatta National Hospital as can be seen by the way Kenyans reacted to the crises online on social media. The crises occurred internally and were not caused by any external factors. This can therefore be considered the responsibility of the organisation (Coombs, 1995).

2.6.2 Image Repair Theory
The theory posits that our image is important to us and once we anticipate that our image is susceptible to an attack, this motivates us to take the required steps to safeguard it.

Attempting to repair one's reputation when faced with accusations is unavoidable (Benoit, 1997).

The Image Repair Theory was advanced by Benoit (1997) and it highlights basic strategies for answering to a crisis which are denial, evasion of responsibility, reducing offensiveness of the event, corrective action and mortification (embarrassment).

When one´s reputation or image is injured, an act must have been performed that is perceived as offensive in the public's eye and someone is considered responsible for the indictments. Whether the accusations against a person are true or false, if the public believes them to be accurate, it must be considered an attack against that person's image. (Brown, 2012). Image repair is achieved through actions, communication and being open. Borden (2012) states that the media plays a key role in the process of image repair for individuals and organisations involved in crises.

The first image repair strategy is denial. Benoit asserts that there are two different types of denial. These include simple denial and evasion/avoidance of responsibility. For simple denial, it is assumed that the accused did not commit the act that they are accused of while for evasion of responsibility, the blame is shifted by arguing that the accused was provoked and responded to the act of another. The accused argues defeasibility due to a lack of information and facts or ability. There can also be claims that the event was an accident, or that it had good intentions (Holtzhausen & Roberts, 2009)

Apology is another strategy whereby the organisation, if guilty, must admit responsibility of the crisis and apologise. This is normally not easy for any organisation. Benoit (1997) advises that this strategy should be used for reconciliation. The apology usually begins with

an honest admission of responsibility and great avoidance of dishonesty. The apology, according to Benoit (1997) must be issued immediately the irresponsibility is discovered without any intimidation. The communicator should make sure that all the publics or stakeholders that were involved are addressed. The apology should also contain the acknowledgement of the wrongdoing by the organisation as well as the full responsibility of the actions that lead to the crisis. The organisation must thereafter express empathy to the affected public and request for forgiveness in a goal to seek reconciliation. Thereafter the organisation should offer to make it up to the affected public in whatever way that is deemed right. (Borden, 2012).

Reducing offensiveness is another image repair strategy, which can be employed in numerous ways. One can reduce offensiveness through bolstering, minimisation, differentiation, transcendence, attacking the accuser, or compensating the victim. Bolstering redirects the focus onto the positive deeds that were accomplished in the past to ease the negative perception (Brown, 2012).

Minimisation tries to prove that the "act is not as serious as presented". The organisation tries to make the public see the act as an exaggeration. The public is often requested to relax and not to panic since the situation is not as serious as painted by the media.

Differentiation tries to prove the act is not as offensive as other similar acts (Holtzhausen & Roberts, 2009). It tries to separate the act form the character of the organisation and the opinion of the public.

Transcendence paints the act in a more positive circumstance to reduce negative perception. Furthermore, the accused can attack the accuser's trustworthiness or compensate those offended by the act (Brown, 2012).

The concluding image repair strategies are corrective action and mortification. These strategies are often used in unison. The corrective action strategy involves the accused showing commitment to preventing another offensive act from occurring. For the mortification strategy, the accused acknowledges their responsibility and seeks forgiveness from the affected party (Brown, 2012). The image repair strategies discussed are mostly not employed independently but rather in multiple variations. Image repair is multifaceted and dynamic. Therefore, every situation is different and must be treated as such (Holtzhausen & Roberts, 2009)

KNH applied the apologia strategy during the surgery mix up surgery. This can be seen when the CEO admitted that it was a labelling mistake by one of the nurses. The CEO then apologised and expressed sympathy to the affected families.

There was also the act of reducing offensiveness whereby the organisation used Bolstering by reminding the public of the past successes and good deeds that it had done. This can be seen on their Facebook page whereby past stories of successful surgeries were posted, such as the success story of the surgery of the conjoined twins and the story of the boy who had his detached arm re-attached successfully.

CHAPTER THREE

METHODOLOGY

3.0 Overview

This chapter will introduce the research method that was employed in the study. This will include; the study design, sampling procedure, data collection, data analysis and data presentation.

3.1 Research Study Design

The research design used was a case study design. A case study is an in-depth investigation of an individual, group, community or event. The researcher did an in-depth study of KNH and the scandals that occurred in the recent past. The scandals were the rape cases of the nursing mothers as well as the head surgery mix-up. The cases were analysed and then presented in a narrative format. The researcher focused on one organisation, KNH. The focus was on the crisis management strategy used during the mentioned recent incidences that hit the organisation.

This design was appropriate due to the fact that the study involved a social issue that affects most organisations. It provided detailed rich information that provided insight for recommendations. Case studies are an important way of illustrating theories which can help show different aspects of certain phenomena.

The researcher carried out an analysis of the strategies used in crisis communication at the KNH through the use of social media. This required a thorough study of the content posted on the social media sites of the organisation.

The researcher also needed to interact with key informants during interviews and conversations while trying to gather information on crisis communication. The design was therefore appropriate as it provided the researcher with platforms rich in information such as in-depth interviews which enabled the researcher to experience first-hand connection with the subjects.

One of the limitations of this design was that the findings given at the end of the study were not necessarily facts. There could have been a couple of different answers whereby neither was a fact since they were based on the interviewee´s feelings and perspectives. This was however compensated by the content analysis of the content on the social media sites of the organisation.

3.1.2 Research Approach

The research approach used in the study was the qualitative approach. This approach involves the use of qualitative methods of data collection such as interviews and content analysis. These qualitative methods of data collection will require qualitative instruments such as interview guides and coding sheets for the collection of data.

The goal of the investigation was to understand, describe and discover when possible, the underlying factors that are involved in coming up with information that is posted during crises and how audiences respond to this information through social media.

3.1.3 Research Method

The research method used was the case study method, through which interviews were carried out using an interview guide as the instrument of data collection and content analysis done

on the social media sites of the organisation. The scandals on Kenyatta National Hospital rape crisis and the surgery mix-up were exclusively analysed.

The qualitative method was appropriate for this study since the study was an evaluation of the strategies used in crisis management in organisations. It focused on the experience of individuals and their testimonies on the issue at hand.

3.2 Data Needs/Types and Sources

The data analysed was primary data also known as raw data. The data was collected through interviews on five key informants who included two employees of the organisation, the former CEO of the organisation and two crisis communications experts from The University of Nairobi. More primary data was collected from the social media sites of the organisation where different forms of data such as images, video clips and texts had been shared during the crisis.

3.3 Research Population

There is a myriad of organisations in Nairobi County. All these organisations are bound to encounter crises in one way or another. In this study, the organisation of focus was Kenyatta National Hospital which is located in the Upper Hill area, in Nairobi County. The hospital is the largest teaching and referral hospital in East and Central Africa. It employs about 6000 staff with a bed capacity of 1800 including 209 in the private section (KNH records department, 2011). The hospital serves the East and Central African community. The target population was the public, through social media and the employees of the hospital which has 31 departments, narrowing down to the Marketing and communication department.

3.3.1 Sampling procedure

The researcher made use of five key informants who included the head of corporate affairs and communication department, his assistant and former CEO of the hospital. The other key informants included two communications experts from the UON. This was done through purposive sampling, whereby the researcher identifies informants who have specific knowledge or skill. They were then requested to refer the researcher to more informants. The sampling procedure was biased in that some members with some important information might have been left out of the sample.

The researcher wrote a letter of request for an academic interview to the KNH corporate affairs and communication department and thereafter, followed the request with a phone call. This was then followed by an invite to the offices for the interviews. The researcher got in touch with the former CEO through a telephone conversation whereby an appointment for a telephone interview was made. The managing director of Impact Africa was also open for an appointment which was made through a phone call. The researcher then made way to the offices located at Mombasa Road whereby an in-depth interview with the communications expert was carried out for about 40 minutes. The second expert was contacted through email after which a telephone interview was agreed upon and carried out.

3.3.2 Data collection

Two interview guides (Appendices 1 & 2) were then used to interview the key informants from KNH and the communications experts, whereby the objectives such as to assess the various types of social media platforms used by KNH during a crisis as well as to find out the kind of information shared, the kind of feedback received from the public and how the

organisation uses social media in times of crisis were worked on. The interviews carried out were open-ended which allowed participants room to give more information by thinking out of the box. This enabled the researcher to capture direct quotations derived from personal views and experiences. The information gathered was then recorded using a recording device and thereafter transcribed for analysis.

Content analysis was carried out on messages and images regarding the two scandals posted on social media, during a specified period between January and March 2018, during the crisis situation. The content was then printed out and analysed thematically.

3.4 Data Analysis

Data analysis is the practice of bringing order, structure and meaning to the quantity of data that has been collected. Qualitative data analysis is an examination of general statements about relationships among categories of data (Marshall & Rossman, 1990). Johnson & Christensen (2004), define data analysis as the process of generating value or meaning from raw data. According to Byrne (2001), qualitative data is analysed through identifying, coding and categorising patterns that are found in the data.

The data collected was analysed so as to get a description and summary of the findings. In analysing the data, the researcher was able to compare and identify the relationship between the variables which in this case were social media, crisis communication and organisations.

The data collected from interviews was analysed through transcription, where themes and patterns were scanned to monitor their recurrence. Data collected from the organisation´s social media sites was coded, whereby text segments were located and assigned a code to

label them. The researcher was also keen to discover various themes and put them in different categories.

For the interviews, once they were recorded, they were transcribed verbatim after which the researcher read through the transcript and made short notes against the margin using short words or phrases to sum up what was being said. The words and phrases from the interview were then collected and written a fresh for summary.

3.5 Data Presentation

The data was presented in narrative form, discussion and description. Direct quotes from the comments analysed as well as from the interviews were used for presentation. Tables were also used to illustrate some of the data collected.

3.6 Validity and Reliability

The data was collected from different sources (triangulation), which include various social media sites as well as key informants from KNH and UON, department of Communication. This ensured that the data gathered was the same across the different sources, hence reliable. Finally, peer review of the data collected was also carried out to ensure that there was no bias. This assisted the researcher in confirming that the data was valid.

3.7 Research Ethics

The researcher conducted the research adhering to the ethical guidelines of the University of Nairobi. This included ensuring that the information presented was objective and not biased. Giving of bribes and favours was also avoided so as to reinforce transparency and objectivity. Sensitivity to privacy and respect was upheld to ensure that the respondents were comfortable. The subjects of the research who included the key informants and the experts

requested that their identities be hidden. The researcher accomplished this by using pseudonyms in the data presentation. For the interviews, the participants were referred to as participant one (P1), P2 and P3. For the comments analysed on Facebook and Twitter, the researcher made reference using codes that read, ´Comment one´(C01), ´Comment two´(C02) and so on, according to the order in which the comments were made. The researcher also made sure that a clearance certificate of field work (Appendix 3), certificate of originality (Appendix 4) and the certificate of corrections (Appendix 5) from the respective department at the School of Journalism and Mass Communication, University of Nairobi, were issued.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Overview

The purpose of this chapter is to present, analyse and interpret data from the findings of the research study. The data collection was done through content analysis, was analysed and presented in a narrative format as well as with the use of tables. Content from various social media sites was analysed and the findings recorded in an excel sheet for reference. The analysis was done by pointing out or marking specific phrases or words which in this case are referred to as codes hence the coding process. The codes were picked according to their relationship to the objectives of the study after which they were grouped into different categories and finally the researcher came up with themes as listed in the findings of the study.

Interviews on key informants where three employees from KNH and two crisis communications experts participated were also carried out and the content recorded, transcribed and later analysed to come up with findings that will be presented and interpreted in this chapter. The three informants from KNH included Corporate Affairs and Communications manager, his assistant and the former CEO of KNH. The two crisis communications experts were The Director of Impact Africa who is also a lecturer at UON and an MSc holder from the UON, who is also a communications expert and a lecturer at the UON. Two of the interviews were done through telephone while three were done face to face. The interviews were recorded, transcribed verbatim and analysed through content analysis.

KNH has a website (knh.or.ke) on which various social media sites belonging to the organisation have been listed. The sites listed include, Facebook, Twitter, Google +, Instagram, Snapchat and YouTube. The researcher visited the above mentioned sites in a bid to confirm whether they are operational or not.

Out of the mentioned social media sites, Facebook, Twitter and Instagram accounts were confirmed to be in existence. Google +, Snapchat and YouTube are not in existence despite being listed on the KNH website. The KNH Facebook page was found to have 57,223 followers while Twitter was found to have 3,515 followers, having made 484 tweets. On the other hand, Instagram was found to have 373 followers having made five posts. It should be noted however, that KNH was last active on Instagram in November 2017.

Early in the year 2018, KNH encountered a few scandals that set camp on social media and probably injured its image. The first scandal that actually stemmed from Facebook was the alleged rape of the nursing mothers at the hospital. This first hit social media in January and was followed by the baby theft scandal at the hospital. The second scandal took place in the month of March 2018, where there was a mix-up in a head surgery procedure. Out of the three scandals, the researcher opted to work on two which had more depth, more presence on social media and more relevance to the study. A total of 27 posts were posted by KNH on Facebook and 19 tweets on Twitter during that period.

Focusing on the objectives of the study, the researcher went ahead to analyse the social media posts (communication) that were made by the management of the hospital during these crises. The messages from the public were also analysed in order to determine the kind of feedback received from the public by KNH during the crises.

The researcher focused on the objectives of the study as listed below, throughout the analysis

I.   To investigate the various types of social media platforms employed by Kenyatta National Hospital in crisis communication.

II.   To determine the kind of information shared through social media by KNH during a crisis.

III.   To find out the kind of feedback received from the public through social media during a crisis.

IV.   To find out how the KNH management uses social media to communicate both to the public and the stakeholders during a crisis.

The analysis done on the content was thematic analysis and the process was as demonstrated in Table 4.1.

Table 4.1: Coding sheet

Theme	Communication during crisis					Person communicating
Categories	Image		Text		Links	Spokesperson
Sub-categories	Colour	Photographs	Length	Style		Head of communication department
Codes	Using bright colours	Patient and CEO smiling	Use of short sentences	Posting press releases	Sharing post to other sites	CEO and CS making remarks

The structure of the presentation of the findings will be as per the objectives listed above as well the two scandals; the alleged sexual assault of nursing mothers and The Head Surgery mix-up respectively.

The researcher went ahead to find out the kind of social media platforms that were used by the KNH to communicate during crises. This was done by the use of content analysis.

The website of the organisation was analysed after which it was found that the organisation had listed six social media sites on its website. These include Snapchat, Facebook, YouTube, Instagram, Google+ and Twitter. After trying to access each and every one of the listed social media sites, only three worked. Namely, Twitter, Facebook and Instagram. The rest were not accessible.

An analysis of the active social media accounts was then done by doing a search of the two scandals, the content and the timelines. Facebook and Twitter were found to have been actively used during these scandals. On the other hand, Instagram was found to have been used last on 13th November, 2017. This means that Instagram, one of the social media platforms was not used for communication during the scandals.

4.1 SCANDAL 1: ALLEGED SEXUAL ASSAULT OF NURSING MOTHERS AT KNH

4.1.0 Information shared by KNH

In a bid to find out the kind of information that is shared by KNH through social media during crises, the researcher carried out a content analysis on the content posted by KNH on social media (Facebook and Twitter) to communicate to the public and came up with themes as explained in this chapter.

4.1.1.1 Messages of Empathy and concern

On the 19th of January 2018, KNH posted a press statement. The statement expressed sympathy to the mothers who had allegedly gone through the ordeal. This is can be noted in the first paragraph whereby words such as "saddened" were used. The management also acknowledged the victims who had allegedly been affected by the scandal.

Empathy was also shown by the board of KNH by showing concern on the issue and wanting to find out more on the root cause.

Another press release dated 22nd of January 2018, but posted on the 23rd of January 2018, followed. The release acknowledged the concern of the board of management about the rape allegations and stated that it took the accusations very seriously. It read: *"The board is concerned about the recent allegations appearing on social media about sexual assault of patients."*

4.1.1.2 Encouragement to give feedback

The statement on the 19th of January 2018, exhibited the need for the management to communicate to the public. This can be seen by the contact information given as well as urging the public to give feedback, therefore offering accessibility. The sixth paragraph of this press statement read, *"...we would like to ask any Kenyan who has experienced any form of sexual harassment within the hospital to report to customer care offices..."*

The press release (22nd January, 2018) concluded by encouraging members of the public who had been affected by the allegations to forward their complaints to the relevant external investigatory agency. The eighth paragraph read; *"...we hasten to invite members of the*

public who may have been affected by these allegations to come forward and report any

complaints…"

4.1.1.3 Clarification

The press release (22ⁿᵈ January, 2018) also made efforts to make the public understand reasons as to why the new born babies are separated from their mothers. This can be observed in the seventh paragraph, *"The board wishes to inform the public that the infants in the new born unit are separated from their mothers for clinical reasons" (3ʳᵈ Para)*

In the second paragraph of the 19th January, 2018 press release, the number of mothers with babies who are admitted in the new born unit is given as 100. The locations of the mothers and the babies are explained as well as the breast feeding time frames. The fourth paragraph explains how the mortuary attendants are dressed, how they work and the routes they use. *"The mortuary attendants use service lifts which are separate from the lifts used by clients"* This is to ensure that the public understands how the hospital operates and calls for a positive judgement.

4.1.1.4 Information on corrective steps

There was transparency and an effort to make corrections on the claims in the statement made on the19ᵗʰ of January 2018. This could be seen when the board gave steps such as approving the use of additional security from private security firms to beef up the security at the hospital. The board also toured the wards and talked to patients on their experiences enquiring on what to improve to make the service better.

From the press release dated 22ⁿᵈ of January 2018, it can be noted that the management acknowledged the involvement of the Directorate of Criminal Investigations to conclude the

investigations that were ongoing. The steps taken to boost security in the hospital were also mentioned. The visit by the National Women Political Leadership lead by the chairperson of the Departmental Committee on Health Sabina Chege was as well acknowledged.

The board of management stated that it was able to tour the affected section of the hospital and speak to the nursing mothers to get to know their experiences in the hospital. Reasons for separating the new born babies and their mothers were also given some of which were to offer the infants special medical support.

In a report dated the 2nd of February, 2018, the Parliamentary Committee made a health visit to the organisation. The committee looked into matters regarding service delivery and congestion of the facility by the referrals from all over the county. It also looked into staff shortage and decongestion of the facility. The CEO is noted to have assured the committee of continuous improvement on service delivery. This step of the management to share with the public the partnerships of the organisation with the government and the desire to better its services was part of the crisis management. The organisation kept the public in the know of what was going on in the hospital. This is following the alleged rape of nursing mothers at the hospital. The committee pointed out the need for the hospital to be equipped with modern equipment to improve the services at the hospital.

The committee emphasised on the fact that KNH should ensure that patients get quality service delivery.

 A post was made on the 7th of February 2018, when the Health Cabinet Secretary Sicily Kariuki made a tour in the organisation. She directed the Director of Medical Services Dr Jackson Kioko and the CEO of KNH Lily Koros to come up with a task force that was going

to streamline the referral health care services to reduce referral cases at the hospital to undeserving patients. This would in turn reduce decongestion at the hospital. From this report it can be observed that the management openly showed the public what was taking place at the organisation during the crisis period.

4.1.1.5 Appreciative messages

There was the expression of gratitude by the board to those who were helping to clear the air about the issue by carrying out visits and investigations. They included the Cabinet Secretary, Ministry of Health, Governor for Nairobi representatives and the National Women Political Leadership. In the press release dated January 19th 2018, in the fourth and fifth paragraph, the board acknowledges and appreciates the visit by the National Women Political Leadership as well as the Cabinet Secretary, Ministry of Health and the governor and senator of Nairobi for their visit to the hospital.

In the press release on the alleged sexual assault of patients at KNH dated 22nd January 2018, it can be seen that the board appreciated the National Women Political Leadership visit to the facility. The fourth paragraph reads:

> "The board notes with appreciation, the visit by the national women political leadership on 20th January 2018 led by Hon. Sabina Chege, the chairperson of the departmental committee on health, among others who have extensively interacted with our patients upon their visit." (4th para)

4.1.1.6 Messages of Reassurance

In the press release dated 22nd of January 2018, the board of management assured the patients of their safety and the best service delivery. *"...we wish to assure our clients of their safety within the hospital as well as optimal service delivery"* (10th line)

In the report of the visit of the parliamentary Health Committee on the 2nd of February 2018, the CEO is noted to have assured the committee of continuous improvement on service delivery by KNH. During the visit, one of the doctors at the hospital said, "our focus is for quality service delivery and every patient seeking services at KNH leaves satisfied and happy."

In the 5th paragraph of the 19th January, 2018 press statement by the CEO, the public is assured that their security and medical care is the priority of the hospital. "KNH management and staff wish to assure the patients and their relatives that their security and medical care is our priority"

4.1.1.7 Information about the needs of the hospital

One and a half weeks later after the incident of the alleged rape of nursing mothers, the management posted a report on a visit by the Parliamentary Committee on Health which took place on the 31st of January, 2018.The report was dated 2nd of February 2018. The committee looked into matters regarding service delivery and congestion of the facility by the referrals from all over the county. It also looked into staff shortage and decongestion of the facility. This report was posted for the public on social media with the information about the downs of the hospital which were getting on its way to providing better services.

On the post made on 7th February 2018, it can be noted that the public got to know about the shortcomings of the hospital. The issue of decongestion in the hospital comes out as the Health Cabinet Secretary Sicily Kariuki directs the CEO Lily Koros to come up with a team that was going to manage the referral services to reduce referral cases at the Hospital, mainly given to underserving patients. The Cabinet Secretary also points out that the hospital is overstretched in terms of equipment and staff-patient ratio.

According to one of the key informants, it is essential for an organisation to take advantage of the crisis period and communicate about the other side of the organisation. The organisation should try as much as possible to bring out the challenges that it is facing.

Q1. Do you think that KNH was adequately prepared to handle crisis?

P2. KNH was not adequately prepared for the crises in that they were too slow to respond. This of course can be attributed to the fact that it is a government institution and certain protocols had to be followed. However, a good job was done on the instances where the responses brought out the challenges the hospital was facing. This is the time that organisations should try and bring out the real picture of the challenges being faced. Get the country on your side.

4.1.1.8 Information on achievements of the hospital

On 8th of February, 2018, the management posted a post on Facebook regarding the story of the 17-year-old boy Mr. Joseph Theuri who had his hand reattached. The hand had been accidentally cut off by a chaff cutter machine. The link to the story was also shared on Twitter on the same date.

From the report, it can be noted that the management emphasised on the achievement as well as others which had been made in the past. This can be seen by the use of the phrase *"...doctors made another historical milestone...."*. This indicates that there had been other successes by the hospital and this was not the only one. In the second paragraph of the report, the phrase *"… add into the list of successful major surgeries that KNH and College of Health*

Sciences UON have performed in the recent past," also brings out the emphasis by the management to the public and other stakeholders of the previous achievements.

The past achievements are again emphasised in last two paragraphs with the mention of the separation of the Siamese twins, removal of the lodged bullet in Baby Satrin´s brain, removal of a tumour from Roseline Wanyama´s jaw where she was able to smile again, baby Hope born at 400gms was able to survive through KNH, removal of a knife that was lodged in Fatuma Ibrahim´s temporal bone and many others as indicated by the management.

On the 19th of February, 2018, the management shared a photograph of the CEO, Lily Koros, holding the twins who were previously conjoined and separated through surgery successfully. The photograph features the CEO smiling and the twins resting in her arms. This speaks the success that the hospital had achieved a while back. The photograph was posted on both Twitter and Facebook.

4.1.1.9 Information on highly skilled and committed professionals at the hospital

From the Report made on 8th February, 2018, the third paragraph of the report communicates how severe the accident was. The reader is able to visualize the severity of the situation as a result of the use of the phrases "in severe pain" and "completely detached" with reference to the injured arm. Despite all this the surgery was successful.

The surgery is also referred to as highly delicate and the team described as multidisciplinary specialists to bring out the professionalism and expertise of the staff employed by the organisation.

The photograph posted on the 19th of February 2018, has two hash tags #Quality Health Care and #KNH. This brings out the fact that the organisation is selling itself by informing the

audience that it is all about providing quality health care. This photograph of the CEO was posted both on Facebook and on Twitter. A series of photographs with the hash tag #YouHaveUs were posted on Twitter between 12th and 20th of February, 2018. One of the photograph posted on 12th February featured doctors at work with the caption, *"...our team of doctors is ready for any challenge"*

The next one was posted on 16th of February featuring young patients together with the staff. The caption encouraged the public and stakeholders to partner with them in achieving success. On 19th February, the same photograph of the CEO and the twins as in Facebook was posted. On the same day a photograph featuring a nurse taking a test on a patient was posted with the caption early screening will ensure early disease diagnosis and treatment at KNH. Still on the same day, a photograph featuring a smiling man holding an infant was posted with the caption; *".... we care. Our joy is seeing families enjoy good health*"

On the 19th, the fourth photograph featured doctors working on a patient with the caption; *"...our qualified doctors are here for you"* On the 20th of February, a photograph featuring a doctor giving a demonstration to students was posted with the caption; *"Burns awareness: Do you know that 95% of burns can be prevented? Plan to visit us."*

Interviews were carried out on the key informants, the Corporate Affairs and Communications Manager and the assistant and the acting CEO. The interview enabled the researcher to find out the kind of information that KNH shares during crisis through social media. It was found that KNH has a crisis communication strategy and policies in place. It was also established that there are three factors which are incorporated into the strategy and which determine the kind of information that is shared through social media during crisis. These include empathy, reassurance and the corrective steps taken by the organisation.

On how the organisation uses social media to communicate during crisis, it was found that there is the use of press releases posted on Facebook and Twitter as images. The organisation also uses photographs as well as short texts for communication during crisis on social media.

The crisis communications experts pointed out that information online spreads so rampantly without any control due to the online freedom of expression, easy access and sometimes the messages posted are considered authentic due to citizen journalism which has become the norm, whereby even the mainstream media treats the social media as its source of information and alarms. It was also found that crisis managers ought to take a crisis as an opportunity to bring out the real picture from the side of the organisation, therefore getting the public to its side.

Visuals were also recommended as the best way to communicate during crisis on social media. The organisation posted photographs together with the reports or just photographs with hashtags. According to the experts, the visuals, which include videos and photographs, are much easier to spot and anyone who cannot read text is able to read the photographs.

4.2.1 Feedback from the Public

The researcher was also tasked with the objective to find out the kind of feedback the public gave to KNH through social media during the crisis. This was done through a content analysis of the comments from the public.

4.2.1.1 Reaction from the Public on press statement on alleged rape

This communication attracted 374 reactions, 224 comments and 171 shares. The reactions to the press statement were divided as in table 4.2.

Table 4.2: Public reaction to press statement

Likes	Anger	Sadness	Shock	Laughter	Love
276	53	39	3	2	1
73.8%	14%	10.4%	0.8%	0.5%	0.3%

As can be seen from table 4.2, a total of 78.8% of the reactions expressed a liking to the statement made by the management. While 14% of the reactions were anger, 10.4% expressed sadness, 0.8% expressed shock, 0.5%laughed at the statement and 0.3% showed love to the statement made.

4.2.1.2 Support

Among the comments was one from a member of the public who claimed to be a former employee of the hospital. The comment was in favour of the hospital and it urged the public to be considerate of the fact that the information making rounds on social media might not be true and to look on the positive end of the hospital. The comment read:

> "It´s sad how quick we are to accuse institutions yet same Kenyans have no evidence, presented to relevant authority (police). I believe the staff at KNH are labelled all sorts of names humiliated in all sorts of way and having worked there, I think Kenyan need to be true to themselves, if we believe KNH is that bad why do we flock there in hundreds day and night?" (C43)

From the statement it can be seen that the individual was on the side of the organisation and trying to get the rest of the public to see the other side of the coin.

4.2.1.3 Demand for explanation

The press statement was also challenged by some members of the public where they demanded to get explanations for certain parts of the text. For instance, the press release included the fact that women walk in groups while going to breast feed during the various schedules put in place. One of the comments asked to get the reason as to why the women

walk in groups. It read: *"On the 3rd paragraph the last line "and they walk in groups" my question is why is there any reason as to why?" (C04)*

The follower wanted an explanation or clarification on the reason as to why the women have to walk in groups.

4.2.1.4 Interrogative

One of the comments posted included a report on a research that had been done on the insecurity and rape claims on the hospital. Looking at the press release on alleged sexual assault of patients at KNH, one of the ten comments inquired on who takes responsibility while demanding for action. "who takes responsibility?" The second one brought up another organisation and compared it with KNH. *"Pliz look at MTRH its big, it faces the same problems, but it deals with the problem very fast before it escalates…" (C07)*

Comparing the organisation with another organisation should be taken as an opportunity by the organisation, to bring out the needs of the hospital and the challenges being faced. This is according to the interviews done on key informants.

4.2.1.5 Reaction from public on Press release on sexual assault

The post got 48 reactions, 10 comments and eight shares.

Table 4.3: Press release on sexual assault

Likes	Shock	Sadness
46	1	1

Among the reactions were 46 likes, one shock and one expression of sadness.

Out of the 10 comments, four expressed disappointment, four gave suggestions on the corrective steps to take, and one exhibited ignorance while the other demanded for action on the issue.

4.2.1.6 Corrective information

Of the 10 comments, some were suggestions on how to curb the incidents. These included reorganising the wards and therefore shortening the walking distance for the mothers to the new born unit. On corrective information two of the ten comments read:

> "The esteemed KNH may need to consider mental wellness of staffs towards patient care just in equal measure to patients' mental wellness. This is the point behind all these allegations. KNH management must also ensure the hospital is for special cases only, u see many patients flock KNH when their cases can be handled at other hospitals." (C05)

The comment was reinforced by the comment below which suggested that the hospital get a hotline number for ease of contact. It read:

> "…. You should have a hotline number and email as well as more suggestion boxes where complains can be addressed. The era of inviting people to avail themselves is long gone." (C08)

4.2.1.7 Public reaction on the post on visit by Parliamentary Committee on health

As can be observed from Table 4.4, the report on the visit got a positive reaction which was 68 likes. The report was also shared once. The post however did not get any comment from the public regarding the issue. The data was presented on Table 4.4.

Table 4.4: Parliamentary Committee on health

LIKES	SHARES
68	1

4.2.1.8 Public views on decongesting KNH

On February 7, 2018, the Health Cabinet Secretary Sicily Kariuki, gave a directive to the Director of Medical Services Dr. Jackson Kioko and the CEO of KNH Lilly Koros, to come up with a task force that was going to streamline the health care services at KNH. After the hearing, KNH posted the report on Facebook. This study analysed the public reaction on the report on Facebook in terms of likes, loves and comments and presented the data on Table 4.5. The post got 157 reactions, eight comments and 11 shares.

Table 4.5: Task force to decongest KNH

Likes	Loves
153	4
97.5%	2.5%

From Table 4.5, it can be observed that the post got positive feedback from the public. It was found that 97.5% of the public who read the post liked it while 2.5% of the public loved it.

From the eight comments, five were appreciating the team and the government for their effort towards the betterment of the hospital. One showed support to the hospital and the team, one gave a suggestion of corrective steps taken to better the facility *("...focus on funding the facility for quality services")* while the last one was a comment asking for employment in the organisation.

One of the comments read *"Great team"* while two comments had emojis of clapping hands showing appreciation and thankfulness to the team. *"... an admirable role model and the thoughts are just incredibly amazing".* These comments exhibited the satisfaction of the pubic with the corrective steps that were being taken by the organisation.

The last comment acknowledged the individual´s support and oneness to the organisation. It read *"Positive mind there towards our hospital..."* The word ´our´ as used in this comment represented oneness and a sense of belonging to the hospital.

4.2.1.9 Public comments on KNH medical milestone

The post attracted a total of 3000 comments, 10,000 reactions and 4,700 shares. Among the reactions, 9, 200 were likes, 553 loved the story, 399 expressed amazement, seven expressed sadness, six laughter and four anger.

Table 4.6: KNH medical milestone

Likes	Love	Amazement	Sadness	Laughter	Anger
9,200	553	399	7	6	4
92%	5.53%	3.99%	0.07%	0.06%	0.04%

From the reactions it can be seen that majority of the public reacted positively to the success story shared by the hospital, as 92% liked it, 5.53% loved, 3.99% were amazed, 0.07% expressed sadness, 0.06 laughed, while 0.04% expressed anger to the success story by the management.

It was also found that the story was shared 4,700 times, to other different pages. The researcher did a systematic sampling in order to analyse a manageable sample of the comments. Every tenth comment was marked for analysis. A sample of 300 comments was therefore analysed. Out of the 300 comments 297 were positive including congratulatory messages, appreciative messages and patriotic messages where members of the public encouraged each other to be proud of their country for having such a great hospital with great

doctors. The rest of the comments were negative which included some members of the public pointing out that the public forgets so fast, referring to previous scandals.

4.2.3 Public reaction to photograph on successful medical treatment

The photograph got 169 reactions, 17 comments and three shares. Among the reactions, 162 were likes and seven were loves.

Out of the 17 comments, 14 were considered the most relevant by Facebook of which four were negative. One of them demanded the dismissal of the CEO. It read *"Koros pack and go..."* while the other three brought up the issue of baby theft at the organisation. This was done both in forms of text and screen shots (photographs) of the posts from other Facebook pages.

The rest of the comments contained congratulatory messages, acknowledgement of the good job done, affirmation of the hospital as the best as well as concern about how the twins were faring on. Some of the comments read, "*Wow this is well done" "The separation of the girls was a milestone. Hats off and congrats. I see God in this ´first´ win"* (C04). Two other comments read*; "The best always"* (C08), *"Wow this is wonderful"* (C11)

4.2.4 How social media was used

The researcher was also tasked with finding out how the management communicates using social media during times of crisis. The task was to specifically find out ways in which communication is done. It was found that there was the use of press releases, statements, photographs and screenshots of the reports as explained in this study.

4.2.4.1 Press Release/Statement

A press release on the alleged sexual assault of patients at KNH was posted on the 23rd of January 2018, as a form of communication to the public and the stakeholders. The press release got 10 comments, eight shares and 48 reactions.

On the 4th of March 2018, a press release was made about the updating the public on the patients who were involved in the unintended surgery. The releases were signed by either the chairman of the board or the CEO of the organisation.

A press statement on the allegations of the sexual assault of mothers at KNH was released on the 19th of January 2018, as a form of communication to the public and the stakeholders explaining the position of the hospital regarding the issue. The statement got 224 comments, 171 shares and 374 reactions.

A press statement from KNH was made on the 5th March, 2018 about KNH tolling out investigations to boost health care services with the attention made to the news editor.

4.2.4.2 Photographs

The press statement on the allegations of the sexual assault of mothers at KNH which was posted on the 19th of January 2018, as a form of communication to the public and the stakeholders was presented in form of a photograph of the document.

On 2nd February 2018, the hospital posted a report on the visit of the Parliamentary Committee on Health. The report was accompanied by four photographs of the committee touring the hospital, visiting patients and talking to the doctors and nurses.

On the 19th February, 2018, a photograph featuring the CEO of KNH Lily Koros carrying the previously conjoined but currently successfully separated wins was posted on Facebook with the caption "*We all celebrate successful medical treatment* #YouHaveUs"

On the 8th of February, 2018 KNH posted a report on an achievement whereby a 17year old boy had gotten his detached hand reattached to his arm. Photographs of the detached hand and the doctors involved were included as well as the final results when the hand got success fully reattached to the arm.

A report on the Health Cabinet Secretary recommending a task force to decongest KNH was made on the 7th of February, 2018. The report was coupled with 14 photographs of the Cabinet Secretary inspecting the hospital together with the CEO of KNH and a few colleagues.

A press release on the alleged sexual assault of patients at KNH was posted on the 23rd of January 2018, as a form of communication to the public. The press release was in form of a photograph of the document.

A series of photographs with the hash tag #YouHaveUs were posted on Twitter between 12th and 20th of February, 2018. One of the photograph posted on 12th February featured doctors at work with the caption, *"...our team of doctors is ready for any challenge"* The next one was posted on 16th of February featuring young patients together with the staff. The caption encouraged the public and stakeholders to partner with them in achieving success. On 19th February, the same photograph of the CEO and the twins as in Facebook was posted. On the same day a photograph featuring a nurse taking a test on a patient was posted with the caption early screening will ensure early disease diagnosis and treatment at KNH. Still on the same

day, a photograph featuring a smiling man holding an infant was posted with the caption, *".... we care. Our joy is seeing families enjoy good health"* still on the 19th, the fourth photograph featured doctors working on a patient with the caption *"…our qualified doctors are here for you"*

On the 20th of February 2018, a photograph featuring a doctor giving a demonstration to students was posted with the caption; *"Burns awareness: Do you know that 95% of burns can be prevented? Plan to visit us."* The use of visuals which include photographs was recommended by one of the key informants as the ideal way of communicating during crisis through social media. This is because photographs capture the attention of individuals and are easy to read.

> Q1. What are the factors that determine an effective crisis communication strategy through social media?

> P2: The use of visuals during such times is definitely a go-to strategy because people are attracted to what they see. Capturing the attention of the public during crises is very important and this can be done through visuals. These include pictures and videos, of course representing the positive side of the organisation.

4.2.4.3 Reports

On 2nd February 2018, the hospital posted a report on the visit of the Parliamentary committee on Health. The report got 68 likes and one share. The report was coupled with four photographs which made it more informative.

A report on the Health Cabinet Secretary recommending a task force to decongest KNH was made on the 7th of February, 2018. The report was coupled with 14 photographs of the Cabinet Secretary inspecting the hospital together with the CEO of KNH and a few colleagues.

The report concerning the successful surgery of the 17-year-old boy by KNH was made on the 8th of February, 2018. This report managed to get 3000 comments, 4,717 shares and 10,000 reactions. These were all positive and talked about the ability and skills of the hospital staff.

4.2.4.4 Short texts

A one sentence report was posted on Facebook as well as Twitter regarding the appointment of Dr. Thomas Mutie and Dr. John Ong´ech as acting CEO of KNH and acting Director of Clinical Services respectively. It read:

> "Cabinet secretary has appointed Dr. Thomas Mutie and Dr. Ong´ech as acting CEO of KNH and acting Director of Clinical Services respectively pending investigations on surgery on the wrong patient"

The information was short as compared to the previous reports and press releases and statements that the management had made. On Facebook, the post got 27 comments, 22 shares and 97 reactions. On Twitter, the post got nine comments, 60 retweets and 48 likes. Short texts, according to the interviews with the key informants, can be easily read and are a great way of avoiding miscommunication to the public during crisis.

4.2.4.5 Hash Tags

The use of hash tags by KNH to communicate to the public is evident from the study. The photographs that were posted both on Twitter and Facebook between the 12th and 20th of

February 2018, were accompanied by the hash tags #YouHaveUs, #QualityHealthcare and #KNH. Hash tags are used to categorize messages or organize them in groups. They bring different statements with the same messages to the same group such that whenever a word with the hash tag is clicked on to, it directs the user to more messages of the same category. KNH used this as a strategy to lure the public to more positive information on the organisation as observed in the series of photographs posted.

4.2.4.6 Links

The researcher found out that most of the stories that could not be posted on Twitter were linked to Facebook, which is more accommodative of long texts. This can be observed in posts such as the successful surgery of the 17-year-old boy whose hand was reattached. The press releases and reports such as the ´Press release on alleged rape of nursing mothers´, ´Health secretary recommending a task force to decongest KNH´ and ´the report of the visit by the parliamentary health committee´ were also posted on Twitter as links where the public could access them on Facebook after clicking on the links.

4.3 SCANDAL 2: HEAD SURGERY MIX-UP

4.3.0 Information by KNH

The researcher carried out a content analysis of the content posted by KNH on social media to communicate to the public and came up with themes as explained in this study.

4.3.1 Update on corrective measures

On 1st March 2018, KNH made a post both on Twitter and Facebook in form of an image file. The post was about suspending the admission rights Neurosurgery Registrar, the ward nurse, the theatre receiving nurse and the anaesthetists. This was due to the head surgery that was done on the wrong patient.

KNH on 2nd March 2018, announced on both Facebook and Twitter that it had appointed Dr Thomas Mutie and Dr. John Ong´ech as acting CEO and director of clinical services respectively. This was after the suspension of the said leaders following the head surgery mix up. This was an indication to the public that the hospital was aware of the incident and was acting upon it. The message also acknowledged that investigations on the issue were pending.

A statement posted by KNH on Facebook on the 5th of March 2018, after the surgery mix-up incident, shows the management presenting to the public the steps that were being taken towards rectifying the crisis. Appointing an audit firm to carry out an investigation on the events that led to the surgery mix-up was one of the steps taken.

The statement pointed out that the board takes any claims of negligence very seriously hence the appointment of an audit firm to bring out the facts to the public. This step showed that the hospital had taken responsibility of the incident and was willing to unearth the supposed crookedness of the system that was in place.

4.3.2 Clarification

On the 4th of March 2018, KNH posted a press release on Facebook in a bid to clear the air on the issue of the patients involved in the surgery mix-up. The information about the mix-up was already spreading through various sources of media, some of which was not accurate.

The story about the death of a patient by the name Angelos Miano was featured in one of the daily newspapers as well as social media with the claim that he was one of the patients involved in the mix-up. This story was not true as stated by the hospital management. The

hospital justified this by giving factual dates of admission of the said patient as well as the date he passed on. In this case the hospital swiftly came in to clear the air by telling the truth.

It was confirmed that the two patients involved in the mix-up were still receiving treatment and exhibiting significant progress.

4.3.3 Messages of Empathy

On a post made on 4th of March 2018, while trying to clear the air about the confusion that was making rounds on social media regarding a patient who died and the two who were involved in the unintended surgery, the hospital shows empathy by using words such as "unfortunate" when talking about the passing on of the man who was confused for one of the patients involved in the mix-up. The statement read: "…it is unfortunate that he passed on 27th February 2018."

In the press release on the unintended surgery on a patient at KNH dated 3rd March 2018, the word "regret" is used to show compassion. *"The board regrets the occurrence of an unintended surgery on a patient admitted through the accident and emergency unit"* (4th line). This is part of a crisis communication strategy of the hospital which includes exhibition of empathy to the affected public during crisis.

4.3.4 Messages of assurance of commitment to public service

In the closing remarks KNH reassures the public of its commitment to always giving the highest standards of heath care to patients.

> "We want to re-assure the public that Kenyatta National Hospital remains committed to offering the highest standards of care to the patients at all times." (7th line)

In the press statement dated 5th March 2018, on the board rolling out investigations to boost health care services, the public is reassured of the commitment of the hospital.

> "the hospital is committed to delivering the highest standards of health care and improving the internal systems, to avoid a recurrence of such a regrettable event." (8th line)

In the press release dated 3rd of March 2018, the public is reassured that the hospital has taken note of the public concern and is addressing the same. This is also a key element in the image repair theory whereby the manager has to consider reassuring the public in the midst of crisis.

4.3.5 Contact information

The researcher observed that the Corporate Affairs and Communication Manager of the hospital left his contact after every report, press release or statement to demonstrate openness and availability to the public. This is important according to Coombs (1995) since it allows for feedback. Feedback is a key element in crisis communication according to managing director of Impact Africa who was one of the key informants in this research.

> Q1. What are the factors that determine an effective crisis communication strategy?

> P1. Openness and freedom to give feedback by the public is key in crisis communication. The organisation must ensure that they get to hear from the public. There is need to know how the public views you during crises.

4.4.0 Feedback from the public

4.4.1 Appointment of Dr Thomas Mutie and Dr. John Ong´ech as acting CEO and director Clinical services

KNH, on 2nd March 2018, announced on both Facebook and Twitter that it had appointed Dr. Thomas Mutie and Dr. John Ong´ech as acting CEO and director of clinical services respectively. The post got 97 reactions, 33comments and 22 shares.

Table 4.7: Appointment of acting CEO & Director

Likes	Sadness	Love	Shock
92	3	1	1
94%	3.1%	1%	1%

From Table 4.7, it can be observed that 94% of those who viewed the post liked it, 3.1% expressed sadness, 1% loved the post while 1% expressed shock.

4.4.2 Supportive

12 of the comments were positive and supportive of the idea of appointing the acting CEO and director of clinical services. One of them read, *"Wonderful. KNH is not a nursery school compound. Thanks so much CS."* (C11)

Another one of the comments stated that investigations are a waste of time and that the CEO was just being framed. The third comment read *"man is to error"*. This statement demonstrated leniency from the individual´s side.

4.4.3 Empathy/Concern

Two of the comments expressed concern and empathy for the affected patients. The first comment read:

"I empathize with the family of the patient who endured a wrong neurosurgery. It is indeed so painful to have your skull opened, only to be told the operation should have not been done because you a wrong patient…" "so sad" (C23)

This was directed to the public in this case, the families of the patients involved in the surgery

mix-up.

4.4.4 Corrective Information

Two comments gave direction and suggested steps for corrective measures. The comments

read; *"…a process step by step would go a long way in making sure this never happens again*

as opposed to punitively punishing those involved" (C03)

This comment was reinforced by the comment below from one of the members of the public.

"…. the mix-up of the ID tags is where the problem started. That´s where the blame should be placed for this very unfortunate incident. The surgeons were just operating on the people they were given and the CEO didn't tag the people either. They simply need to put better procedures in place to prevent it from happening again" (C07)

According to one of the key informants from the hospital, most of the responses gotten

from the public during the crises were mostly ideas and suggestions of what could be done

to improve the situation.

Q12. How did the public respond to the social media communication during

the crises?

P2. Often, the public wants to be heard. Most of them have intelligent

suggestions which if implemented, could go a long way. We got so many

suggestions amidst the complaints and negative energy.

4.4.5 Humour

Two comments from this post exhibited humour. One of them read, *"one day you will take a big bellied man to the maternity wing"* (C16)

Another comment was in form of a "meme" saying "ukienda *KNH na headache alafu uambiwe lala hapa"* (C21). This exhibited the attitude of the public towards the organisation at the moment. It can also be noted that the internet is an open forum where individual can post anything including use abusive language and get away with it. One can even create a pseudo account which is a false account. This is according to the managing director of Impact Africa.

4.4.6 Sarcasm and lack of trust in KNH

Two of the comments exhibited sarcasm while three showed lack of trust in the organisation. One of the comments that exhibited sarcasm, featured a meme whereby a man looked shocked and at the same time looked like he was holding back laughter. The meme had a writing that read, *"Pretends to be shocked"* (C25)

Another comment that illustrated lack of trust in the organisation was from a lady from the public which read; *"Withdrawn my trust from you. Next time you will take a big bellied man to the maternity wing"* (C28) This also exhibits freedom of speech and expression on social media.

The post was also posted on Twitter (Appointment of Dr. Thomas Mutie and Dr. John Ong´ech as acting CEO and director Clinical services). It got a total of 60 retweets, 48 likes, and nine comments. Out of the nine comments, five were negative with comments such as;

"*Wrong idiotic move*" (C04). This comment was reinforced by a comment that read: *"Not the right decision ever though, looks like a planned reward*" (C07)

Four of the comments were supportive of the move with comments such as; *"Very good. Kwanza the CS has taken so much time"* (C03), *"She displayed the crudest unimaginable incompetence".* (C06) and *"You have been doing good things as well. I wouldn't blame you 100%"* (C08)

4.4.7 Questioning

One of the comments talked about the hospital not being empathetic to the victim of the surgery. The individual also referred to the previous scandal asking how far the hospital is with the investigations regarding the rape accusations. *"Does the hospital even care how the patient is faring on?"*

> "Ghost workers at Neurophysiology unit at KNH. Machines available but departments closed. Why! Why! and Why! yet so many professionals have graduated from KMTC looking for a job but denied even a look at KNH neurophysiology unit…#SOMEONETELLME" (C12)

From the interviews held, one of the key informants who is a communications expert pointed out that during crises, the public is prone to asking questions and wanting to find out why or what the cause of the crises could be. The interview was as illustrated:

> Q3. How does the public respond to social media communication during crises?

> P3. During crises, the public is always eager to know what? why? when? and how? And it is important that managers as well as the staff know how to go about these questions. There is also bound to be a lot of speculations during these times.

4.4.8 Press statement on Kenyatta National Hospital rolling out investigations to boost healthcare

A statement posted by KNH on Facebook on the 5th of March 2018, after the surgery mix-up incident, shows the management presenting to the public the steps that were being taken towards solving the crisis. The statement got 42 reactions, 19 comments and five shares.

The post however, called for comments that were not in favour of the hospital. All the comments except for one which was an advertisement in form of screening for various diseases from a social media user, were negative. Some were sarcastic while others were reproaching. For instance, *"KNH needs a total overhaul of the staff from the board to the cleaners"* (C07)

Another read, *"hahaha. How funny. Ati your patients are your primary priority!!! Miss us with those lies"* (C14) This comment was in response to the assurance given by KNH to the public about their commitment to delivering the highest standards of healthcare.

The 42 reactions however, were all positive. They were all "likes."

4.4.9 Suspension and Interdiction of Staff

On 1st March 2018, KNH reported that some of its staff had been suspended as a result of the crises. This report was put both on Twitter and Facebook in form of an image file.

The post had 104 comments, 54 shares and 171 reactions.

Table 4.8: Suspension and Interdiction of Staff

Likes	Sadness	Anger	shock
132	25	12	2
77.2%	14.6%	7%	1.2%

As can be seen in Table 4.8, 77.2% of the public that got to see the post liked it. However, 14.6% expressed sadness, 7% were angry at the post while 1.2% of the public were shocked.

The post was shared to 54 different timelines where 60% of the comments talked about the authenticity and uprightness of the system of service at KNH. They also gave suggestions on corrective steps to make the service run smoothly without any hitches. It can be noted that 10% expressed understanding and leniency to the hospital stating that mistakes can be done by anyone, while 25% expressed disappointment and disbelief in the system of KNH. The feeling of anger was expressed to the management by 5% of the comments.

On Twitter, the post got 13 comments, 17 retweets and five likes. Out of the 13 comments two condemned the act with comments such as *"world shame! This is what bad governance can do"* while five questioned the system with comments such as; *"How can a National referral hospital operate without the most crucial diagnostic machine? MRI"* (C10). The rest of the comments included sarcasm and humour with comments such as; "*Men with pot bellies should avoid KNH as they might end up in the labor ward"* (C11)

4.4.1.0 Instagram

No communication on any of the scandals was found. This is because the management had only made use of the platform until November 2017.The scandals occurred in the period between January and March. The communication was centred on Facebook and Twitter as discovered from the research. The platform also has fewer followers and less posts compared to Facebook and Twitter. The platform has 373 followers and only five posts as compared to Facebook with 57, 223 and Twitter with 3,515 followers. The management should therefore plunge into the social media trend.

4.5 How KNH communicates using social media

4.5.1 Press Release/Statement

A press release was done on the 4th of March 2018, to inform the public that the board of KNH was aware of the crisis and was working on it. The statement informed that the board got to meet and commenced on an investigation into the matter. It also talked of sending the CEO on compulsory leave. The press release was followed by another one on the same date which was an update to the public on the two patients involved in the unintended head surgery. The update cleared the air about one of the patients who had passed on and was confused for the one who had missed the surgery in the midst of the mix-up. The first release was put up as a photograph and had been signed by the chairman of the board while the second release on the update was put up as a link on Twitter since Twitter has a limit to the number of words a tweet should contain.

 A press statement was done on the 6th of March whereby KNH board was rolling out investigations to boost healthcare. This was also put up on Twitter on March 6, 2018 as a link to Facebook. This means that all Twitter users who were followers of KNH could have access to the press statement on Facebook. The statement announced the appointment of an audit team by the management to look into the matter of the unintended surgery mix up.

4.5.1 Photographs

On 1st March 2018, KNH made a post on Twitter in form of an image file. The post was about suspending the admission rights Neurosurgery Registrar, the ward nurse, the theatre receiving nurse and the anaesthetists. The same photograph of the report was also put up on Facebook. The photograph received 104 comments, 54 shares and 171 reactions on

Facebook while on Twitter it received 13 comments, 17 retweets and five likes. The reaction on Facebook was greater compared to that on Twitter.

4.5.3 Short texts

A one-sentence-report was posted on Facebook as well as Twitter regarding the appointment of Dr. Thomas Mutie and Dr. John Ong´ech as acting CEO of KNH and acting Director of Clinical Services respectively. The text went straight to the point where it only talked about the appointment of the acting CEO and Director of Clinical services. The information was short as compared to the previous reports and press releases and statements that the management had made. The Tweet got nine comments, 60 retweets and 48 likes. The same text was posted on Facebook where it got 27 comments, 22 shares and 91 reactions.

4.6 Discussions of the Findings

From the findings on what social media platforms are used by the organisation to communicate during crisis, it can be concluded that most organisations tend to concentrate on the most popular social media platforms in crisis communication. In this case, Twitter and Facebook were found to be more popular and actively used by the hospital. Organisations should however aim at widening their scope of social media communication by actively using more platforms. Social media is defined as a communication platform which is networked, whereby the members own distinct profiles consisting of user provided data (Elison & Boyd, 2013). The aspect of network for social media platforms enables connectivity meaning it is possible to connect several social media platforms and control them using links form one platform to the other.

It was established that the organisation follows a crisis communication strategy which requires that the information disseminated to the public is empathetic, reassures and tells of the steps being taken to make the situation better. According to Coombs (1995), there are factors which a crisis communication manager should consider when communicating during a crisis. These include ensuring that the message is empathetic and relays sympathy and concern to the affected party, reassurance to the public that the organisation is looking into the matter and that it is still capable of offering satisfactory services and finally giving steps on how the matter is being handled among others.

Reducing offensiveness is one of the strategies that KNH used which is from the image repair theory by Benoit (1997). The hospital used Bolstering which is part of reducing offensiveness by communicating achievements and good deeds to the public in the midst of crisis. Bolstering, according to Brown (2012), redirects the focus onto the positive deeds that were accomplished in the past to ease the negative perception.

From the responses of the public, it was discovered that the public gave an account of crises that had happened in the past at KNH especially for the scandal that came right after the allegations of the rape of the nursing mothers. Coombs (1995) notes this action as one of the factors that intensify a crisis. Communication managers are therefore advised to look at such factors when judging the intensity of a crisis.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Overview

The chapter includes a summary of the key findings from the research as presented in chapter four. A conclusion of the research carried out will also be presented as well as some recommendations stemming out from the findings by the researcher. The main objective of the research was to assess the use of social media in crisis communication by KNH.

5.2 Summary of Key Findings

From the research, it is evident that social media has revolutionised communication, particularly crisis communication. It is easily accessible and creates an open forum for various discussions including the crisis that a company could be facing. The social media platform is in form of a network connecting the public and organisations. It allows for communication from the organisations and feedback form the public and stakeholders. This communication can be in any of the multimedia forms which are text, image, audio and video.

According to the research, there are six social media platforms listed on the website of the organisation. These are, Twitter, Facebook, YouTube, Instagram, Google+ and Snapchat. However, it is evident that KNH actively uses two social media platforms, which are Facebook and Twitter. Therefore, focusing on the first objective of this research, "To find out the types of social media platforms employed by Kenyatta National Hospital in Crisis communication", it was established that there are six social media platforms in existence, out of which two are active accounts.

It was also found that during crisis, the information was shared through social media in different ways in a bid to repair the image of the organisation or keep it from getting injured. KNH did this faithfully and consistently. This can be observed in how the management posted information regarding the scandals consistently day by day. The public was not left in the dark as the management gave the side of their story to counter other sources where necessary and updates of what was being done to fix the situation.

The management mainly used press releases and press statements to publicly communicate its concern on the issues happening and the corrective measures being taken in order to better the situation.

The use of images was also evident. This acted as evidence to the fact that the management was concerned and acting upon the issues at hand. This is also gets more attention compared to text communication according to the Impact Africa Managing Director.

Short messages were also posted to keep the public up to date with the information on the issues at hand and away from speculations.

Posting of good news and past successes in the midst of crisis was also another way that the hospital used to communicate to the public during crisis. (Timothy Coombs, Situational Crisis Communication Theory). This was evidently able to divert the focus of the public from the crisis at hand to the positive accomplishments of KNH.

On the kind of information that KNH shares through social media to the public during a crisis, it was found that KNH shared the corrective steps that it was taking in order to make the situation and the affected parties be at a better position. For instance, the dismissal of staff involved in the surgery mix-up and the efforts to beef up security in the health facility.

It was also established that the management shares information on its present and past successes during crisis. This is in a bid to reduce the injury that is already on the organisation. The public is evidently seen to forget about the negatives for a while and celebrate the successes with the hospital.

Information explaining the situation from the side of the management is also shared, as well as updates, such as the update on the progress of the patients involved in the unintended surgery mix-up.

It was also found that the management shares messages showing concern and regret to the affected parties as well as the public. This can also be tied to the image repair theory where an organisation empathises with the affected party and acknowledges of their hurt.

Denial was also observed in the communication of the management to the public. The management did not accept fault in the *alleged rape of nursing mothers'* scandal. The CEO claimed that the management had never heard of such reports and that the CCTVs at the hospital were perfectly working.

On the kind of feedback received from the public through social media during a crisis, it was found that KNH received several negative messages from the public as can be observed from the comments. The press releases and press statements on updates regarding the crises received more negative comments compared to the posts on success.

Comments on mistrust and disappointment in the organisation were observed. The public was disappointed in the hospital and therefore had lost trust in the services. There was also questioning on the authenticity of the system and the professionalism of the staff employed by KNH.

It was also established that the public is interested in the steps that the organisation is taking to make the situation better. Most of the comments included the public giving suggestions and opinions of how the system should be run and the steps that KNH should take to make the services better for the public.

Some of the comments communicated the public trying to make sense of the situation. This included coming up with questions and finding out the facts related to a crisis then trying to get opinions from other social media users.

It was found that members of the public exhibiting anger used insults to communicate to the management. Obscene words were used coupled with threats. These were used while shaming the public facility, the management and the CEO. The CEO was repeatedly asked to step down by the public with some demanding her dismissal immediately.

Condemnation was also a part of the public communication during the two scandals. The public was observed condemning the CEO and the health facility.

There was however commendation when the success story of the re-attached arm was shared. The public seemed to have lost focus on the crisis and shifted its focus to the success story. Messages of patriotism were shared referring to KNH and the doctors as Kenya´s pride.

Messages of encouragement and support to the Hospital staff were also evident where the public commended the staff for a job well done and encouraged them to keep up with the good job.

What stood out from the interview with the PR and Communications manager of the Hospital is that the communications department at the hospital is not well established and rooted.

There is need for support from the organisation in terms of sufficient and adequate equipment as well as staffing to strengthen the department.

5.3 Conclusions

The use of social media as a crisis communication tool is evidently essential from the findings. Using stories of past successes during a crisis works well at trying to maintain the reputation of an organisation as seen from the researcher. It can be concluded that the public, despite of some demanding for updates on a crisis, will go the direction you point it to in terms of what the organisation chooses to post.

When reports on the crisis are put up in plenty, then the public pours out its mind and in so doing influences the better part of it in a negative way. It can be concluded that it is more beneficial to focus more on the positive during a crisis than focus on the negative.

5.4 Recommendations

The researcher focused on assessing the use of social media in crisis communication at Kenyatta National Hospital, particularly during the two most recent scandals of the alleged rape of nursing mothers and the surgery mix up. As a result of the findings, the researcher came up with a few recommendations as explained in below;

5.4.1 Explore other social media sites to reach a wider audience

It can be observed that the management uses the two most popular social media platforms to communicate during crises. While this makes much sense, the management should consider including other social media sites in order to reach a wider audience. There are a variety of social media sites, some of which are considered most popular by certain groups

such as snapchat and Instagram which are mainly considered teenage sites. This would ensure that during crises, almost all of the public gets to know KNH´s side of the story as compared to knowing it from another source.

5.4.2 Take control of comments posted

The comments posted in response to a message from an organisation during a crisis are visible to other social media users. Some comments may be posted with an ulterior motive and this could affect the thinking and decision making by other users negatively. This could end up affecting how they view an organisation, which means the organisation ends up having a tarnished image. It is therefore essential that the organisation takes charge of the comments posted and regulate them. This can be done by deleting or hiding comments that are unpleasant or a threat to the organisation. This is possible for most social media accounts.

5.4.3 Carry out a constant check on social media in general

The person in charge of social media should constantly take note of any developments in the crisis not only on the organisation´s page but also on other pages and social media sites. This will enable the organisation to be up to date with the status of the crisis. It will also help in spotting any malicious messages or communication from the public and stakeholders. As much as KNH is aware of this, the department is understaffed hence the lack of sufficient social media presence. Getting more staffing to handle social media monitoring would go a long way.

5.4.4 Train employees and management of KNH on crisis communication

There is need for the management and the staff of KNH to be trained on crisis communication and its importance in an organisation.

Training employees on crisis communication helps in keeping track of the crisis status when there is one. The management is able to have more "eyes" on the lookout for easier crisis management. Trained employees will be at a better position to tell a threat to the organisation that might develop to a crisis and act on it in the best way possible. They will also be able to communicate effectively to the public and stakeholders during moments of crises. Since employees are the closest to the public, they might come across clients, friends or acquaintances who might ask questions based on rumours wanting to know the truth. Having knowledge on how to communicate during crisis will ensure that they are able to respond effectively to such questions.

The training will also capture the interest of the management in the communications department and encourage its support in terms of equipment and staffing, to get more man power.

5.5 Suggestions for further Research

The study focused on KNH which is a government organisation with certain factors that affect communication during crisis. From the interviews done, it was noted that the communication manager decides what to communicate to the public, putting much consideration in the Government. A study can be done, comparing crisis communication in government organisations and private organisations.

It was also noted that the organisation is not so keen in supporting and developing the communication department. From the findings, the department of communication is not considered a significant part of the organisation. This is due to ignorance or lack of awareness of the importance of communication in crisis by the management. An in-depth

analysis of the state of communication departments in Kenyan organisations can be conducted to clear the air on this situation.

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APPENDICES

APPENDIX I: EXPERT INTERVIEW GUIDE

Expert Interview Guide on Crisis communication and social media

Opening

- Introduce yourself
- Greetings (Shake hands)
- Thank the interviewee for their time
- Explain the purpose of the meeting / interview

Note that the interview should take about 20 mins Maximum

At the same time make sure you give the interview enough time to answer the questions fully.

Name ………………………………………………………………..

Designation…………………………………………………………..

1. What are the factors that determine an effective crisis communications strategy?	
2. Why does crisis spread rampantly through social media?	
3. What are some of the things that you think can be done to tame it?	
4. What effect does a communication posted on social media have to the public?	
5. With reference to the scandals that happened at KNH earlier this year, do you think the crises were handled effectively through social media?	

6. If not, what do you think they could have done to make the communication more effective?	
7. Why do you think the communications department is not held with high regard in institutions, especially government?	

Close

- Thank the interviewee once again for their time and ask if you can call them in case of clarifications.

APPENDIX 2: KEY INFORMANT INTERVIEW GUIDE

Interview Guide for key Informant

Opening

- Introduce yourself
- Greetings (Shake hands)
- Thank the interviewee for their time
- Explain the purpose of the meeting / interview

Note that the interview should take about 20 mins Maximum

At the same time make sure you give the interview enough time to answer the questions fully.

Name ……………………………………………………………..

Designation…………………………………………………..

Q 1 Tell me about yourself and your experience as a (Insert designation)	
Q. 2 Does Kenyatta National Hospital have a crisis communication strategy?	
Q. 3 Do you feel that KNH is adequately prepared to handle crisis?	
Q.4 Do you have a person in charge of social media networks for the organisation?	
Q5. Which social media sites are you familiar with?	
Q6. Does your organisation make use of these sites during crises?	
Q5. Which sites does KNH make use of during a crisis?	

Q.6 How often does KNH update its social media sites?	
Q.7 How does KNH use the sites you have mentioned during crisis?	
Q8. How often does KNH monitor its social media sites?	
Q.9 Briefly give your opinion on how the recent scandals on the hospital were handled.	
Q.10 In what ways did the management communicate to the public and the staff through social media?	
Q. 11 How effective was this communication?	
Q.12 How did the public and the staff respond to the social media communication during the crisis?	
Q 13 Do you think the KNH management is adequately trained to handle social media during a crisis?	

Close

- Thank the interviewee once again for their time and ask if you can call them in case of clarifications.

APPENDIX 3: Certificate of Fieldwork

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Telex: 22095 Fax: 254-02-245566
Email: director-soj@uonbi.ac.ke

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Nairobi, GPO
Kenya

REF: CERTIFICATE OF FIELDWORK

This is to certify that all corrections proposed at the Board of Examiners meeting held on _25·07·2018_ in respect of M.A/PhD. Project/Thesis Proposal defence have been effected to my/our satisfaction and the project can be allowed to proceed for fieldwork.

Reg. No: _K50/87921/2016_

Name: _CHEGE MERCY NJERI_

Title: _AN ASSESSMENT OF THE USE OF SOCIAL MEDIA IN CRISIS COMMUNICATION STRATEGIES AT KENYATTA NATIONAL HOSPITAL IN NAIROBI COUNTY._

DR: JANE W THUO
SUPERVISOR   SIGNATURE   DATE _2/Sep 2018_

Dr Samuel Siringi
ASSOCIATE DIRECTOR SIGNATURE   DATE _28/9/208_

Dr. Ndeti. Ndati
DIRECTOR   SIGNATURE/STAMP   DATE _2·8·9·18_

APPENDIX 4: Certificate of Corrections

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Name: CHEGE MERCY NJERI

Title: AN ASSESSMENT OF THE USE OF SOCIAL MEDIA

IN CRISIS COMMUNICATION STRATEGIES AT KENYATTA NATIONAL HOSPITAL IN NAIROBI COUNTY.

DR JANE THUO   06·11·18
SUPERVISOR   SIGNATURE   DATE

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ASSOCIATE DIRECTOR   SIGNATURE   DATE

_____   _____   _____
DIRECTOR   SIGNATURE/STAMP   DATE

Appendix 5: Certificate of Originality

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