# Kenya Health Professions Oversight Authority (KHPOA) Communication Strategy

**REPUBLIC OF KENYA**

## 2025 - 2028

KENYA VISION 2030

# Communication and Branding Strategy
## 2025 -2028

**Prepared by:**
Kenya Health Professions Oversight Authority

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## ABBREVIATIONS:

**KHPOA** - Kenya Health Professions Oversight Authority

**CSO** - Civil Society Organisations

**KPI** - Key Performance Indicators

**M&E** - Monitoring and Evaluation

**SWOT** - Strength, Weakness, Opportunities and Threats

**M&E** - Monitoring and Evaluation

## TABULATION:

## DIAGRAMS:

## VISION

A trusted and reputable Authority in health transformation

## MISSION

To provide effective and responsive oversight in the regulation of health services and professionals

## CORE VALUES

Customer Centric

Professionalism

Team Spirit

Transparency and accountability

# FOREWORD

As the Chief Executive Officer of the Kenya Health Professions Oversight Authority (KHPOA), I am pleased to present our Communication and Branding Strategy - an essential milestone in our ongoing journey to strengthen public trust, visibility, and engagement within Kenya's health regulation landscape.

Effective communication is the backbone of any successful Organisation. For KHPOA, it is particularly critical given our mandate to promote transparency, accountability, and oversight which encompasses coordination, regulation, health service delivery and health professionals. This strategy not only reinforces our commitment to open, timely, and accurate communication but also provides a clear roadmap for how we engage with our stakeholders, both within the health sector and beyond. The development of this strategy is anchored in the recognition that a strong and consistent brand identity is central to achieving our mission. Through a unified voice and image, we seek to enhance our presence, cultivate public confidence, and ensure that our values; - integrity, professionalism, and service are reflected in every interaction.

This strategy is the result of extensive consultation, collaborative input, and thoughtful analysis. It outlines actionable goals and tools that will guide our communication efforts and ensure alignment with our strategic objectives. Importantly, it also sets the tone for how we present ourselves - as a modern, responsive, and credible Authority in health regulation.

I take this opportunity to thank all who contributed to the development of this strategy - The Board, the Leadership of MOH, State Department of Public Health and Professional Standards, our staff, stakeholders, partners, and consultants. Your insights and dedication have been invaluable. With this foundation in place, I am confident that the Authority is well-positioned to lead with clarity, consistency, and impact in all its communications. Let us continue working together to uphold the highest standards in health regulation in Kenya.

**Dr. KIOKO Jackson K., OGW, MBS, EBS**
CHIEF EXECUTIVE OFFICER/DG
**KENYA HEALTH PROFESSIONS OVERSIGHT AUTHORITY**

# ACKNOWLEDGMENTS

The successful development of the Kenya Health Professions Oversight Authority (KHPOA) Communication and Branding Strategy is a result of the dedication, collaboration, and insight of many individuals and institutions. We wish to extend our heartfelt appreciation to all who contributed their time, expertise, and support throughout this process.

First and foremost, we acknowledge the KHPOA Board and Senior Management for their strategic guidance and unwavering commitment to strengthening the Authority's public image and engagement. Your vision and leadership provided a solid foundation for the strategy.

We also recognise the invaluable input from our Head of Corporate Communications Department Ms. Sophie Waihenya, other departmental teams and technical staff, whose deep understanding of the health regulatory landscape in Kenya helped shape a strategy that is both practical and forward-looking.

Special thanks go to the stakeholders from professional health regulatory bodies, health practitioners,

government agencies, and development partners who offered constructive feedback during the consultative forums. Your contributions ensured that the strategy is inclusive, representative, and aligned with health priorities and goals.

We are also grateful to the communications and branding consultants from Basket One and Advisory lead by Ms. Emily Mworia, whose creative direction, technical know-how, and professionalism greatly enhanced the quality and coherence of the final strategy.

Lastly, we appreciate all the individuals behind the scenes - editors, designers, and coordinators - whose efforts brought this strategy document to life.

Together, we have laid a strong foundation for impactful communication, enhanced visibility, and a unified brand that reflects the Authority's core mandate: **Transforming health provision for quality and ethical care.**

HEAD OF CORPORATE SERVICES

**KENYA HEALTH PROFESSIONS OVERSIGHT AUTHORITY**

# EXECUTIVE SUMMARY

The Kenya Health Professions Oversight Authority (KHPOA) is a government agency tasked Provision of oversight in health service delivery and regulation of health professionals' services in Kenya. Its mandate includes overseeing the training, registration, and licensing of health professionals, coordinating health inspections, resolving complaints and disputes, ensuring compliance with professional standards, and monitoring health regulatory bodies.

The Authority has a crucial role in overseeing health service regulation, but the lack of a communications strategy poses challenges that hinder visibility and effective stakeholder engagement. By implementing a structured communication strategy focusing on awareness, stakeholder engagement, digital transformation, and policy advocacy, KHPOA can strengthen its visibility and regulatory impact. Implementing a robust communications M&E framework will ensure the continuous improvement of communication efforts, ultimately enhance KHPOA's effectiveness in the health sector.

The objective of this communication and branding strategy is to position KHPOA as a trusted leader in transforming healthcare provision to Kenyans in line with Authority's vision, A trusted and reputable Authority in health transformation. The strategy seeks to align with the Authority's goals, values, and mission to improve the healthcare system in Kenya while maintaining a strong, positive public image.

> ### The strategy's slogan:
> **Transforming health provision for quality and ethical care**

Communication is a critical element of building and maintaining a brand, as it's the means through which a brand's identity, values, and message are conveyed to the audience across various channels, making the two inherently intertwined. In this strategy, both communication and branding elements are jointly but separately addressed for easier execution.

In line with the Authority's core values, customer centricity, professionalism, team spirit, transparency and accountability, the strategy aims to enhance brand awareness, increase visibility, enhance stakeholder engagement, improve internal and external communication, address misinformation, and promote compliance with health regulations. By focusing on clear, consistent, and targeted messaging, KHPOA will effectively fulfil its regulatory role, increase public trust, and strengthen its operational capacity as a reputable and transformative leader in regulating health and professional practice for progressive fulfilment of the highest health standards.

# PART 1: COMMUNICATIONS STRATEGY

## CHAPTER 1: BACKGROUND

### 1.1 Introduction

The Authority is a regulatory corporation under category PC 6, established under the Health Act No. 21 of 2017. Its primary role is to oversee the provision of health services nationwide. Having commenced operations in May 2019, KHPOA has developed its first Strategic Plan (2023/2024-2027), aligning with national and global health frameworks.

### 1.2 Kenya Health Professional Oversight Authority Vision, Mission and Core Mandate

KHPOA vision: *A trusted and reputable Authority in health transformation* resonates with Kenya's vision 2030 the country's health sector requirements standards.

The Authority's mission: *To provide effective and responsive oversight in the regulation of health services and professionals* is proactive and a clarion call for vigilance in the execution of its core mandate: *To provide oversight in healthcare services; training, registration and licensing of health professionals; coordinate joint health inspections; receive and facilitate resolution of complaints and arbitrate disputes and conflicts; ensure compliance of health Professions standards and monitor execution of respective mandates and functions of health regulatory bodies.*

### 1.3 Precursor to Strategy's Development

As a precursor to developing a communications strategy for KHPOA, it was critical to first examine the situational analysis including the strengths, weaknesses, opportunities and threats (SWOT) of KHPOA) and the environment the Authority operates. The analysis looks at both the Internal and external communications and their role in achieving the Authority's vision, mission and key objectives.

Initial meetings and regular consultations with the management and relevant staff of KHPOA and familiarisation with the existing official documents helped to answer the above questions, which formed a foundation for this strategy. An understanding of the working relationship between KHPOA and its visibility among the stakeholders and the public was the other arm of the developmental journey of this strategy.

# CHAPTER 2: SITUATIONAL ANALYSIS.

This chapter details an analysis of the internal and external communication landscape through a SWOT analysis.

## 2.1 The communication Strategy's Critical Questions

As part of the preparation of this strategy, it was key to establish a justification of the need for the Authority to develop a communication and branding strategy. To determine this requisite few critical questions, give lead to the Authority's communications space as at the time of developing this strategy.
The questions include:

- Why a communications strategy for KHPOA?
- Who is the strategy for?
- What problem does it solve?
- How can the strategy help or facilitate the Authority to do things differently

## 2.2 Situational Analysis/ SWOT of KHPOA's Communication

To respond to the "Whys" and "how" of the strategy, the KHPOA's situational analysis examining the internal and external communication environment, as well as identifying opportunities, strengths, weaknesses, and threats form the basis of the development of the Authority's communication strategy. In this regard, a situational analysis that delves into an in-depth breakdown of key stakeholders to understand their interests, influence, and communication needs is critical.

## 2.3 Internal Communication Environment

**Strengths:**

- Legal Mandate: A clear regulatory framework supporting health service oversight.
- Reference point: Existence of an Organisational strategic plan
- Competent Personnel: Skilled management and staff with regulatory expertise.
- Governance Structure: An effective leadership and management framework for decision-making and strategic implementation.

**Weaknesses:**

- Limited Staff: Only 15 staff members against an establishment of 89, affecting communication and outreach efforts.
- One (1) communications staff: This poses a risk in case the staff is unwell or out of the office for other

reasons.

- Low Visibility: The Authority is not well known among stakeholders, leading to misinformation.
- Developing Systems: Internal communication structures and digital systems are still working in progress.

## 2.4 External Communication Environment

**Opportunities:**

- Government Support: Alignment with Kenya's Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA) ensures strong backing
- Health Sector Policies: A conducive policy environment enhances stakeholder engagement.
- Public Awareness on Health Issues: Increased focus on health sector reforms presents an opportunity to educate stakeholders and the public on KHPOA's mandate.
- Strategic Partnerships: Potential collaborations with healthcare regulators, development partners, and civil society Organisations.

**Threats:**

- Conflicting Regulatory Laws: Legal inconsistencies affecting KHPOA's Authority over health professionals.
- Resistance: Lack of clarity on KHPOA's role leads to slow response and resistance from some health sector players.
- Uncoordinated Regulation: Multiple regulatory bodies with overlapping mandates create confusion among stakeholders.
- Lack of Public Awareness: Many stakeholders, including healthcare providers and the public, do not fully understand KHPOA's role.
- Misinformation from the public where some professionals may perceive KHPOA's oversight as restrictive rather than supportive
- Inconsistent Messaging: The Absence of a structured communication framework leads to fragmented messaging.
- Resource Constraints: Limited funding impacts on comprehensive communications initiatives such as outreach efforts, stakeholder engagement, media and public relations.
- Complex Regulatory Landscape: Multiple health professions regulators, e.g. the Pharmacy and Poisons Board (PPB), Nursing Council of Kenya, Physiotherapy Council of Kenya and the Public Health Officers and Technicians Council, create a challenging communication environment requiring clear mapping & communication of KHPOA's role.

Table 1

| Summary of Communication Strengths, Weaknesses, Opportunities and Threats (SWOT) of the KHPOA | | | | |
|---|---|---|---|---|
| **Category** | **Strengths** | **Weaknesses** | **Opportunity** | **Threat** |
| **Internal Communication** | • Well-structured hierarchy for decision-making<br>• Availability of internal communication channels (emails, meetings, memos)<br>• Experienced leadership with regulatory knowledge | • Potential bureaucratic delays in decision-making<br>• Limited inter-departmental coordination<br>• Resistance to adopting digital collaboration tools | • Alignment with Kenya's Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA) ensures strong backing. | • Absence of a structured communication framework leads to fragmented messaging.<br>• Legal inconsistencies affecting KHPOA's Authority over health professionals |
| **External Communication** | • Established channels for engagement with health professionals (seminars, workshops, official notices)<br>• Regulatory Authority provides credibility and Authority in messaging | • Inconsistent engagement with the public and stakeholders<br>• Limited use of digital media for real-time updates<br>• Lack of proactive crisis communication strategy | • A conducive policy environment enhances stakeholder engagement.<br>• By coordinating health regulatory bodies, KHPOA fosters synergy, reduces duplication, and streamlines sector governance.<br>• Through oversight and dispute resolution, KHPOA builds public confidence by ensuring accountability and integrity in health professions. | • Inadequate budget allocation can hinder KHPOA's ability to perform oversight, inspections, and technological upgrades.<br>• Multiple regulatory bodies may create conflict or resistance, especially when roles and mandates overlap.<br>• Lack of clarity on KHPOA's role leads assistance from some health sector players<br>• Political pressures can affect independence in decision-making and weaken the authority's regulatory effectiveness. |
| **Digital Communication** | • Website for official information and updates<br>• Growing social media presence<br>• Potential for digital transformation | • Website may lack real-time updates and user-friendly features<br>• Underutilisation of social media for engagement<br>• Limited digital literacy among some stakeholders | • Adoption of digital tools like online licensing enhances accessibility, efficiency, and transparency in regulation.<br>• Regular maintenance and updating of an interactive website<br>• A website with a wider range of accessibility features for people with disabilities | • Cybersecurity Vulnerabilities: KHPOA's digital systems could be targeted by cyberattacks such as hacking, ransomware, or data breaches, potentially compromising sensitive health professionals' data and regulatory information.<br>• Data Privacy Risks: Inadequate data protection protocols may lead to unauthorised access, leakage, or misuse of personal and professional information of healthcare workers and complainants. |
| **Public Relations & Media Engagement** | • Ability to influence health policy discussions<br>• Media coverage on health regulatory matters | • Reactive rather than proactive media engagement<br>• Limited structured media outreach programs<br>• Ineffective handling of misinformation and negative publicity | • Potential collaborations with healthcare regulators, development partners, and civil society Organisations.<br>• KHPOA can shape training and licensing to ensure a competent and future-ready health workforce. | • Health professionals or institutions may resist new systems, procedures, or oversight, slowing down implementation of reforms.<br>• Many stakeholders, including healthcare providers and the public, do not fully understand KHPOA's role.<br>• Limited funding impacts outreach efforts, stakeholder engagement, media and public relations |
| **Stakeholder Engagement** | • Established relationships with health professionals and institutions<br>• Legal mandate provides Authority in communications | • Limited direct communication with the public<br>• Inefficient feedback mechanisms from stakeholders<br>• Low trust among some professionals due to perceived bureaucracy | • Increased focus on health sector preforms presents an opportunity to educate stakeholders and the public on KHPOA's mandate.<br>• Adoption of digital tools like online licensing enhances accessibility, efficiency, and transparency in regulation | • Difficulties in integrating digital platforms across regulatory bodies can reduce the effectiveness of centralised oversight and monitoring. |

| Summary of Stakeholder Categories & Analysis | | | | |
|---|---|---|---|---|
| **Stakeholder** | **Role & Interest** | **Influence Level** | **Preferred Communication Channels** | **Key Concerns** |
| Government Agencies (MOH, Parliament, County Governments) | Policy formulation, funding, and regulation | High | Official reports, policy briefs, consultative forums, media, digital platforms | Compliance, regulatory frameworks, funding, and efficiency |
| Healthcare Professional Associations (Doctors, Nurses, Clinical Officers, Pharmacists, etc.) | Service provision, profession ethics, licensing | High | Online portals, professional bodies, emails, workshops | Licensing process, professional development, ethical concerns |
| Professional Regulatory Bodies and Councils (Medical Practitioners Board, Nursing Council, Pharmacy & Poisons Board, etc.) | Credentialing, discipline, and enforcement of professional standards | High | Direct meetings, official reports, website updates | Streamlined operations, collaboration, regulatory compliance |
| Private & Public Health Facilities (Hospitals, Clinics, Pharmacies) | Service delivery, quality assurance, employment of professionals | Medium-High | Industry forums, newsletters, website, official Communication | Accreditation, compliance burden, operational efficiency |
| Training Institutions (Hospitals, Clinics, Pharmacies) | Training future professionals, research | Medium | Reports, MOUs, academic conferences, policy Briefs | Curriculum alignment, certification recognition |
| General Public & Patients | Healthcare access, patient safety | Medium | Public awareness campaigns, media (TV, radio, social media), hotlines | Service quality, ethical conduct of professionals |
| Media (Traditional & Digital) | Information dissemination, public awareness | Medium | Press releases, briefings, social media, interviews | Timely and credible information on health regulations |
| Development Partners & NGOs (WHO, USAID, AMREF, Red Cross, etc.) | Policy advocacy, funding, technical support | Medium | Reports, workshops, stakeholder meetings | Collaboration on policy, funding transparency |

Table 2

## 2,5 Stakeholder Engagement Priorities

**High-Influence, High-Interest:** Government Agencies, Healthcare Professionals, Regulatory Bodies
- Need consistent communication via policy briefs, official meetings, and digital platforms.

**Medium-Influence, High-Interest**: Health Facilities, Training Institutions, Media
- Require regular updates through newsletters, conferences, and media engagement

**Medium-Influence, Medium-Interest:** Development Partners & NGOs, Public
- Need public awareness campaigns, participatory forums, and transparent reporting

## 2.6 Stakeholder Engagement Priorities

- **Transparency & Credibility:** Ensure all communications are factual and timely
- **Multi-Channel Approach:** Utilise both digital (social media, website) and traditional (TV, radio, print) media.
- **Stakeholder-Specific Messaging:** Tailor messages for different audiences.
- **Two-Way Communication:** Encourage feedback mechanisms to enhance stakeholder trust.

# CHAPTER 3: STRATEGIC COMMUNICATION OBJECTIVES

This chapter details the strategic communication objectives, the ensuing activities and approaches to operationalise the objectives.

## 3.1 Increase Public Awareness of KHPOA's Role Key Performance Indicators (KPIs):

### 3.1.1 Objective 1: Raise Awareness and Improve Visibility:

- Increase website traffic and engagement by 40% over the next year.
- Increase social media engagement (likes, shares, and comments) by 25%.
- Conduct at least three public campaigns annually that target key areas like registration and licensing of previously unregulated health professionals and regulation of health care services

### 3.1.2 Objective 2: Strengthen Stakeholder Collaboration Key Performance Indicators (KPIs):

**Enhance the public and stakeholder understanding of KHPOA's mandate, functions, and contributions to healthcare regulation in Kenya.**

- Misconceptions and Misinformation: Combat confusion and misinformation regarding KHPOA's role in healthcare regulation.
- Foster collaboration with key stakeholders (Ministry of Health, health professional associations, health providers, etc.) to streamline the regulatory process.
- Establish formal partnerships with at least five key stakeholders within the next 12 months; including:

  - ✓ **Ministry of Health**

  - ✓ **Government and Regulatory Bodies:** Kenya Medical Practitioners and Dentists Council (KMPDC), Nursing Council of Kenya (NCK), and Pharmacy and Poisons Board (PPB)

  - ✓ **Quality and standards**- Kenya Accreditation Service (KENAS)

  - ✓ **Hospitals -** Kenyatta National Hospital, Aga Khan University Hospital, Mater Misericordiae Hospital, and Jacaranda

  - ✓ **Professional Associations:** Organisations like the Kenya Medical Association

  - ✓ **Faith-Based Organisations:** CHAK, KAMMP, and KEC

  - ✓ **Development Partners:** The World Bank, WHO, GIZ, and JICA

  - ✓ **Implementing Partners:** Amref Health Africa, Pharm Access Foundation, JHPIEGO, and LVCT

  - ✓ **Training Institutions**

- Promote Compliance: Encourage adherence to professional and regulatory standards. Host two large-scale stakeholder forums per year.
- Achieve positive feedback from stakeholders through surveys on KHPOA's communication effectiveness

### 3.1.3 Objective 3: Improve Internal Communication KPIs:

**Ensure smooth communication and alignment within the Authority, empowering staff to perform effectively.**

- Conduct quarterly staff surveys to assess internal communication satisfaction.
- Ensure all staff receive regular updates on the status of the strategic plan's implementation and operational activities.
- Organise at least one internal team-building event annually to enhance cross-department collaboration.

## 3.2 Strategic Communication Approaches

The two major approaches sustained communication for visibility, awareness and presence creation through branding.

## 3.3 Sustained Communication:

### 3.3.1 Sustained Communication:

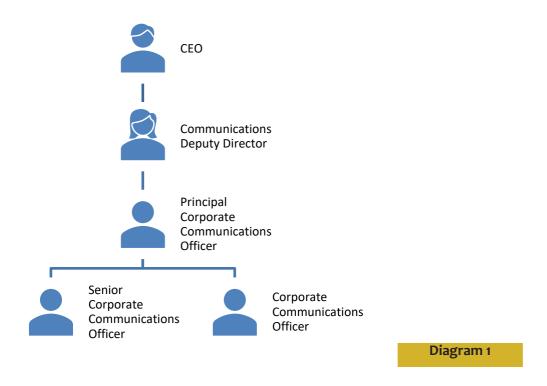**a)   Objective 1: Increase Public Awareness of KHPOA's Role**

Stakeholder Engagement & Public Awareness

- Media Campaigns: Utilise TV, radio, newspapers, and digital media to clarify KHPOA's mandate.
- Community Outreach & Corporate social responsibility: Organise Corporate Social Responsibility (CSR) forums and town halls to educate the public on KHPOA's role in health service oversight.
- Healthcare Sector Partnerships: Work closely with stakeholders
- Website Enhancement: Develop an interactive website with updated content, FAQs, and regulatory guidelines.
- Social Media Engagement: Utilise platforms like Twitter (X), Facebook, and LinkedIn for real-time engagement with stakeholders.
- E-Newsletters & Webinars: Provide regular updates and discussions on key regulatory issues.

**b)   Objective 2: Internal Communication Enhancement**

- Internal Communication Enhancement: Establish communication with clear reporting lines.
- Staff Training & Capacity Building: Equip personnel with effective communication skills and equipment to engage with stakeholders.
- Intranet & Internal Bulletins: Improve internal information flow through digital tools and newsletters.
- Performance Reporting & Feedback Mechanisms: Establish clear communication channels for reporting progress and receiving stakeholder feedback.

## Internal Communications Team Structure

CEO

Communications
Deputy Director

Principal
Corporate
Communications
Officer

Senior
Corporate
Communications
Officer

Corporate
Communications
Officer

**Diagram 1**

### c)   Objective 3. Policy Advocacy & Legislative Alignment

- Legislative Forums: Engage policymakers to address conflicting regulatory laws.
- Strategic Partnerships: Work with legal and health policy experts to streamline regulatory frameworks.

### d)   Objective 4. Resource Mobilisation & Sustainability

- Donor/Partner Engagement: Seek external funding to support communication and outreach programs.
- Government Advocacy: Strengthen the case for increased exchequer funding to improve communication infrastructure.

# Strategic Communication Approaches

To address these challenges, KHPOA should adopt the following strategic communication approaches:

**A** — **Stakeholder Engagement & Public Awareness**
Media Campaigns, Community Outreach & Healthcare Sector Partnerships

**B** — **Digital Transformation & Online Presence**
Website Enhancement, Social Media Engagement & E-Newsletters & Webinars

**C** — **Internal Communication Enhancement**
Staff Training & Capacity Building, Intranet & Internal Bulletins

**D** — **Policy Advocacy & Legislative Alignment**
Legislative Forums, Strategic Partnerships

**E** — **Resource Mobilization & Sustainability**
Donor Engagement, Donor Engagement

**Diagram 2**

# CHAPTER 4: KHPOA'S AUDIENCES:

This section highlights the target audiences for this communication strategy broken down to both internal and external categories. It further gives a highlight of the key messaging priorities for the audiences.

## 4.1 Target Audiences

### 4.1.1 Internal Audiences

- KHPOA Board of Directors
- KHPOA staff and management teams
- Operational departments across various levels of the Organisation

### 4.1.2 External Audiences

- Government Agencies: Ministry of Health, law enforcement agencies, and other regulatory bodies
- Health Professionals: Doctors, nurses, allied health professionals, and other healthcare providers
- Health Institutions: Hospitals, clinics, healthcare providers, and medical Organisations
- Health Training Institutions: Universities, colleges, and vocational training centres for health professionals
- Health Development Partners and Funding Agencies: Global/International Organisations and donors involved in health sector development
- General Public: Patients, service users, and citizens seeking healthcare information
- Civil Society Organisations (CSOs): NGOs and advocacy groups focusing on health rights and regulations

## 4.2 Key Messages for the different Audiences

- For Health Professionals and Providers:

 "KHPOA ensures that health professionals meet the highest training, licensing, and compliance standards, contributing to the provision of safe and effective healthcare services."

- For the General Public and Health Service Users:

 "KHPOA oversees the training and regulation of healthcare providers to ensure that you receive quality and safe healthcare services that meet global standards."

- For Government Agencies and Development Partners:

 "KHPOA is dedicated to advancing health sector regulatory frameworks in line with national health goals, working together to ensure the well-being of Kenyans."

- For Internal Stakeholders:

"Clear communication and efficient coordination within KHPOA are essential to achieving our regulatory goals. Together, we contribute to enhancing healthcare services across the country."

# CHAPTER 5: COMMUNICATION CHANNELS AND TACTICS

This chapter highlights the key communication platforms applied for both internal and external communication audiences.

## 5.1 Internal Communications

- Email Newsletters and Circulars: Regular updates on KHPOA's activities, Organisational changes, and regulatory developments.
- Meetings and Briefings: Hold monthly staff meetings and departmental briefings to ensure alignment on priorities and foster a collaborative work culture.
- Internal Training and Workshops: Organise workshops on communication best practices, regulatory frameworks, and professional development

## 5.2 External Communications

- Website: Maintain a user-friendly website that outlines KHPOA's roles, mandates, and services, featuring a frequently updated blog or news section to engage the public.
- Social Media Platforms: Utilise Twitter, Facebook, LinkedIn, and other social media platforms to regularly communicate updates, regulatory changes, health tips and raise awareness on healthcare standards.
- Press Releases & Media Engagement: Develop and distribute press releases to provide information on regulatory updates, achievements, and responses to health sector issues.
- Public Awareness Campaigns: Organise multimedia campaigns through TV, radio, and online channels to promote the importance of healthcare regulation and highlight KHPOA's role.
- Stakeholder Meetings & Forums: Conduct regular forums and roundtable discussions with key stakeholders such as health professional associations, regulatory bodies, and training institutions to ensure mutual understanding and collaboration.
- Community Outreach: Engage in public dialogue through community forums, health fairs, and local media to raise awareness of the importance of regulatory standards and the role of KHPOA.

### Communication Channels and Tactics

Diagram 3

# CHAPTER 6: INTRODUCTION TO KHPOA'S BRANDING STRATEGY

The Kenya Health Professions Oversight Authority (KHPOA) stands as a cornerstone in the regulation and oversight of health service delivery, training, registration, and practice of health professions while ensuring compliance with health standards across the nation. As the agency of professional standards, ethical practices and accountability in the healthcare sector, the Authority's identity must reflect its authority, integrity, and commitment to Ensuring Excellence in Health Regulation.

Effective branding plays a crucial role in shaping public perception and enhancing visibility among stakeholders, including government agencies, healthcare professionals, institutions, and the public. The KHPOA brand embodies trust, professionalism, and service to the nation, reinforcing its mission to safeguard the health and well-being of Kenyans through rigorous regulation and oversight.

The Authority's brand not only differentiates and identifies the Authority but also its positioning as well strengthens the connection with the stakeholders and the public. Through consistent visual identity, messaging, and tone, KHPOA's branding strategy presents a unified image that inspires confidence and reflects the Authority's core values; - excellence, integrity, transparency, and public service.

The strategy seeks to create a recognisable and distinct identity for the Authority, including its visual elements like logo, colours, and messaging, to position the Authority's unique space in the minds of consumers by highlighting specific benefits or qualities that set it apart from other health Organisations in the country.

## 6.1 Citation

- ■ **Vision:** To be a trusted and reputable authority in health transformation
- ■ **Mission:** To provide effective and responsive oversight in the regulation of health and professional practice for progressive fulfilment of the right to health and attainment of highest standards of health

## 6.2 Core Values and Principles

- ■ **Customer Centric:** The Authority commits to understanding, anticipating and satisfying the needs and preferences of its customers to create a positive and fulfilling experience.
- ■ **Professionalism:** The Authority will apply requisite knowledge, skills, competencies, standards and ethical values in operations
- ■ **Team Spirit:** The Authority will embrace unity of purpose, collaborative partnerships to harness synergies in all endeavours
- ■ **Transparency and Accountability:** The Authority will take responsibility for its roles, obligations and results, individually and collectively.

# CHAPTER 7: BRAND POSITIONING

This chapter highlights the state of the Authority's brand elements and identity. It also details the key messaging priority for both the internal and external audiences that will be carried through the brand elements.

## 7.1 Position the Kenya Health Professions Authority as the:

- **Defender of Ethical Standards**: A body dedicated to ensuring high-quality healthcare by enforcing ethical practices among professionals
- **Transformational Leader in Quality Healthcare:** A trusted and reputable leader in transforming health professionals for quality and ethical healthcare.
- **Promoter of patients' rights and quality healthcare:** A trusted Authority advocating both healthcare professionals' needs and the general public's right to quality care.
- **A key player in enforcing quality trainings for health professionals:** A brand dedicated to ensuring, skilled and competent workforce necessary to drive the economy.
- **Encouraging Health Rights for Inclusive Healthcare Delivery**: A leader in advocating a right based approach to health delivery in the country.

## 7.2 Brand Identity

- **Logo and Visuals**: The KHPOA logo has a symbolic expression of a cross that embodies health, and a crescent-like symbol surrounding the cross.
- **KHPOA Slogan**: *Transforming health provision for quality and ethical care.*
- **Logo Colours:** Barclays Blue, Dark Blue, Gold and white colours in high resolution.
- *Tagline: Championing Excellence in Healthcare:* a succinct message that conveys KHPOA's role in fostering excellence and health improvement.

## 7.3 Key Messages:

Each key target audience resonates with different messages depending on its relationship to the Authority. The targeted messages will be used both hard and social media banners.

### 7.3.1 Messages for External Publics:

- **For Healthcare Professionals:** Supporting Your Practice, Upholding Excellence: Regulating with Fairness, Integrity, and Accountability.
- **For the Public:** "Your health, our responsibility: Ensuring that every healthcare professional is licensed competent and committed to your well-being."
- **For Policymakers and Stakeholders:** "Partnering for a healthier Kenya through effective oversight and collaboration

### 7.3.2 Messages for Internal Publics: Board and Staff:

- **Excellence in Oversight:** To monitor and support health professionals to ensure they meet and exceed quality standards for safe, effective, and ethical healthcare delivery.
- **Empowering Professional Growth:** To foster a culture of continuous learning and professional development for a dynamic healthcare environment.
- **Public-Centric Commitment:** Our actions are driven by the goal of enhancing the health and wellbeing of all citizens, ensuring that quality healthcare is accessible and equitable across the country.
- **Collaborative Leadership:** Working together with various stakeholders, building partnerships and encouraging open dialogue to strengthen the regulatory framework and enhance the overall quality of healthcare services.

# CHAPTER 8: BRAND STRATEGIC APPROACH

This section highlights the key strategic approaches to be pursued in enhancing the Authority's brand and image.

## 8.1 Trust and Credibility:

- Focus on ensuring that the public sees KHPOA as a transparent and credible body.
- Highlight initiatives like certifications, audits, and public accountability in healthcare professionals' practices.

## 8.2 Education and Professional Development:

- Launch a series of online and offline public awareness campaigns.

## 8.3 Education and Professional Development:

- Promote both online and physical learning programs for continued education and specialised training for the Authority's board, staff and healthcare providers for professional growth.

## 8.4 Communication and Advocacy:

- Engage in continuous advocacy efforts around public health and the importance of qualified health professionals.
- Use social media, public events, and collaborations with the Ministry of Health to promote a culture of continuous improvement in healthcare delivery.

## 8.5 Digital Transformation:

- Develop a digital platform where people can easily access verified information about licensed health professionals, report complaints, or learn about healthcare regulations.
- Integrate Regulatory Health Professionals Information System that will streamline the registration, licensing, and tracking of health professionals across national and county health systems

## 8.5 Stakeholder Engagement:

- Collaborate with healthcare training institutions, government agencies, and international health Organisations to improve the skills and knowledge of Kenyan health professionals.
- Organise forums, seminars, and workshops to engage with stakeholders and foster partnerships for the improvement of healthcare standards. Marketing and Public Relations Tactics
- Online Presence: Create an engaging and informative website and active social media platforms (Facebook, Twitter, LinkedIn) to share success stories, updates, and important announcements.
- Media Outreach: Engage the media regularly using press releases, interviews with key stakeholders, and events to showcase KHPOA's impact.

## 8.6 Implementation Plan:

The implementation of the branding strategy for the Kenya Health Professions Oversight Authority (KHPOA) will be carried out in distinct phases to ensure systematic and effective execution. Each phase is designed to build upon the previous one, allowing for a comprehensive development and establishment of a strong, recognisable brand identity. This phased approach ensures that key components such as visual identity, messaging, and stakeholder engagement are integrated strategically, providing a clear direction for KHPOA's long-term brand positioning. By following a structured and phased implementation, KHPOA aims to enhance its public perception and strengthen its influence within Kenya's healthcare sector.

**Phase 1:** Research & Foundation (Months 1-3): Conduct internal audits, market research, and gather stakeholder input.

**Phase 2:** Brand Development (Months 4-6): Finalise the logo, tagline, messaging, and communications plan.

**Phase 3**: Launch (Months 7-9): Roll out digital platforms, initiate social media campaigns, and partner with educational institutions.

**Phase 4:** Ongoing Engagement (Month 10+): Maintain stakeholder engagement, evaluate feedback, and iterate on strategies.

**Stakeholder Engagement Implementation Plan**



| | |
|---|---|
| **STEP 04** Ongoing Engagement | Month 10+ |
| **STEP 03** Launch | Months 7-9 |
| **STEP 02** Brand Development | Months 4-6 |
| **STEP 01** Research & Foundation | Months 1-3 |

**Diagram 4**

# CHAPTER 9: MONITORING AND EVALUATION (M&E) OF THE STRATEGY

This section details the framework for monitoring and evaluation the implementation process of the communication and branding strategy. It also gives the crisis communication plan. It also details and elaborate budget for the strategy.

## 9.1 The effectiveness of the communication and branding strategy will be measured through:

- Monthly Reports prepared by the Communications Department: Analyse social media metrics, website traffic, and media coverage to assess public and stakeholder engagement - reports to the CEO.
- Quarterly Stakeholder Surveys prepared by the Communications and the M&E Departments: Survey external stakeholders to measure their satisfaction with KHPOA's communication efforts. Report to the CEO and Board.
- Annual Review by Communications Department: Conduct a comprehensive review of communication goals, KPIs, and outcomes to ensure alignment with KHPOA's strategic plan and make necessary adjustments. Report to the KHPOA management/Board.

## 9.2 Crisis Communication Plan:

To address any potential risks to the Authority's reputation or public trust, a crisis communication plan will be developed with the following components:

- Crisis Response Team: The communications Director to take the lead in the formation of a designated team/champions to manage communication during a crisis. The team should sieve, synthesise, analyses and inform the CEO on the necessary action steps.
- Clear messaging: Communication Unit to develop standardised responses for common crises (e.g., complaints about healthcare providers, conflicts with regulatory bodies) and ensure timely dissemination of accurate information.
- Timely Updates: Use media, social media, and the website to keep the public informed about the crisis, actions being taken, and any resolutions.
- Stakeholder Engagement: Maintain continuous communication with stakeholders during crises, ensuring transparency and building trust – CEO/Board/Communication Director.

## 9.3 M&E Indicators:

**SMART and Measurable Indicators in the Communication Strategy of Kenya Health Professions Oversight Authority**

| Indicator | Specific | Measurable | Achievable | Relevant | Time-bound |
|---|---|---|---|---|---|
| **Regulatory Awareness** | ✓ Increase public and health professionals' awareness of KHPOA's role | ✓ % increase in awareness (survey) | ✓ Through targeted campaigns and sensitisation forums | ✓ Build trust and compliance with regulatory framework | ✓ Within 6 months |
| **Stakeholder Engagement** | ✓ Number of meetings/forums with professional councils and stakeholders | ✓ Number of stakeholder engagements<br>✓ Attendance at KHPOA<br>✓ Events - Sign-in sheets | ✓ Quarterly meetings, annual forums | ✓ Strengthens collaboration and policy alignment | ✓ At least once per quarter |
| **Digital Engagement** | ✓ Improve KHPOA's social media and website presence | ✓ % increase in engagement (likes, visits, comments)<br>✓ Google Analytics | ✓ Through regular and relevant content | ✓ Enhances digital visibility and accessibility of information | ✓ Monthly monitoring |
| **Complaint Response Rate** | ✓ Improve communication around professional misconduct reporting | ✓ % of complaints acknowledged within set time | ✓ Through automated and manual systems | ✓ Increases transparency and public trust | ✓ Within 7 working days of complaint |
| **Training Outreach** | ✓ Conduct public and professional communication training sessions | ✓ Number of training courses conducted; % attendance | ✓ In collaboration with councils and counties | ✓ Empowers, health workers and the public with accurate information | ✓ 4 training courses per year |
| **Newsletter Circulation** | ✓ Disseminate quarterly regulatory updates to health professionals | ✓ Number of newsletters sent; % open rate | ✓ Through email list, website, and partners | ✓ Keeps professionals updated on regulations and standards | ✓ Every quarter |
| **Media Coverage** | ✓ Coverage of KHPOA initiatives in print, radio, and TV | ✓ Number of media mentions/features | ✓ Partner with local and national media | ✓ Builds public awareness and reinforces KHPOA's mandate | ✓ At least 5 features annually |
| **Public Feedback Mechanism** | ✓ Collect and analyse public feedback on KHPOA services | ✓ % of feedback forms/surveys received | ✓ Online/offline forms and community forums | ✓ Helps improve services and citizen engagement | ✓ Bi-annual reviews |
| **Crisis Communication Effectiveness** | ✓ Evaluate response to health-related emergencies | ✓ Response time; stakeholder feedback | ✓ Pre-developed templates and trained team | ✓ Ensures timely and accurate communication during public health crises | ✓ Within 48 hours of incident |

Table 3

## SMART and Measurable Indicators in Branding Strategy of Kenya Health Professions Oversight Authority (KHPOA)

| Indicator | Specific | Measurable | Achievable | Relevant | Time-bound |
|-----------|----------|------------|------------|----------|------------|
| **Brand Recognition** | ✓ Increase recognition of KHPOA brand among public and professionals | ✓ % increase in brand awareness (via survey) | ✓ Through public campaigns and stakeholder outreach | ✓ Strengthens KHPOA's identity and mandate | ✓ Within 6 months |
| **Brand Consistency** | ✓ Ensure consistent use of KHPOA branding across all materials | ✓ % of materials using approved branding templates | ✓ Via centralised templates and training | ✓ Ensures professionalism and unified appearance | ✓ Monthly monitoring |
| **Public Perception** | ✓ Monitor public perception of KHPOA's professionalism and integrity | ✓ Public perception index (survey score) <br> ✓ Number of communities <br> ✓ Responses/feedback | ✓ Conduct regular public and professional surveys | ✓ Improve credibility and public relations | ✓ Annual perception survey |
| **Stakeholder Trust** | ✓ Enhance trust in KHPOA among healthcare stakeholders | ✓ % increase in trust levels (stakeholder feedback) | ✓ Targeted communication and engagement strategies | ✓ Builds stakeholder confidence in KHPOA | ✓ Bi-annual stakeholder feedback collection |
| **Visibility in Media** | ✓ Increase frequency of KHPOA brand presence in national media (CSR activities, launches) | ✓ The number of media mentions per quarter | ✓ Media partnerships and PR efforts | ✓ Expands KHPOA's influence and visibility | ✓ Quarterly tracking |
| **Logo Usage Compliance** | ✓ Ensure correct and standardised use of KHPOA logo in all platforms | ✓ % of compliance with brand guidelines in audits | ✓ Implement branding audit checklist | ✓ Maintains brand integrity and recognisability | ✓ Quarterly audits |
| **Internal Brand Alignment** | ✓ Align internal staff communication with brand values and messaging | ✓ % of staff trained and adhering to brand guidelines | ✓ Brand training and internal communication sessions | ✓ Improves internal coherence and motivation | ✓ Training every 6 months |
| **Branded Material Distribution** | ✓ Distribute branded materials (banners, brochures, etc.) in target areas | ✓ Number of branded materials distributed | ✓ Plan and execute branding rollouts at events | ✓ Reinforces brand presence in key engagement zones | ✓ Within 3 months of campaign launch |
| **Online Brand Presence** | ✓ Maintain consistent branding across KHPOA website and social media | ✓ % consistency score of branding across platforms | ✓ Routine checks and digital content updates | ✓ Supports digital strategy and professional image | ✓ Monthly evaluations |

## 9.4 Evaluation & Reporting

- Quarterly Reviews: Assess communication impact based on M&E indicators
- Annual Reports: Summarise communication effectiveness and areas for improvement
- Adjustments: Modify strategies based on findings for better outreach

## 9.5 Resource Requirements

To enhance the implementation of the communication and branding strategy, the human resources need to be strengthened both in capacity and numbers. The necessary budgets, investment in training, and adaptation of advanced technology solutions are critical. This resource requirement plan outlines the key investments needed to improve KHPOA's communication capacity, including hiring specialised personnel, enhancing digital infrastructure, and equipping the team with the tools and skills necessary to execute impactful public relations and outreach initiatives. The implementation of these measures. The following are the resources to support the implementation of this communication and branding strategy.

- Personnel: Hire additional communication officers, social media managers, content creators, and PR specialists. Communication consultants can be resourced on a need basis.
- Budget: Allocate resources for public awareness campaigns, media outreach, and digital infrastructure (website, social media tools). (Invest in a PR/Resource Mobilisation Officer)
- Training: Provide communication training to staff to ensure effective message delivery and crisis communication handling.
- Technology: Invest in content management systems, media monitoring tools, and data analytics platforms to measure the effectiveness of communication activities. (Invest in a social media/ audio visual officer.

## 9.6 Summary of KHOPA'S (KHPOA) Communication and Branding Activities Budgeted Costs
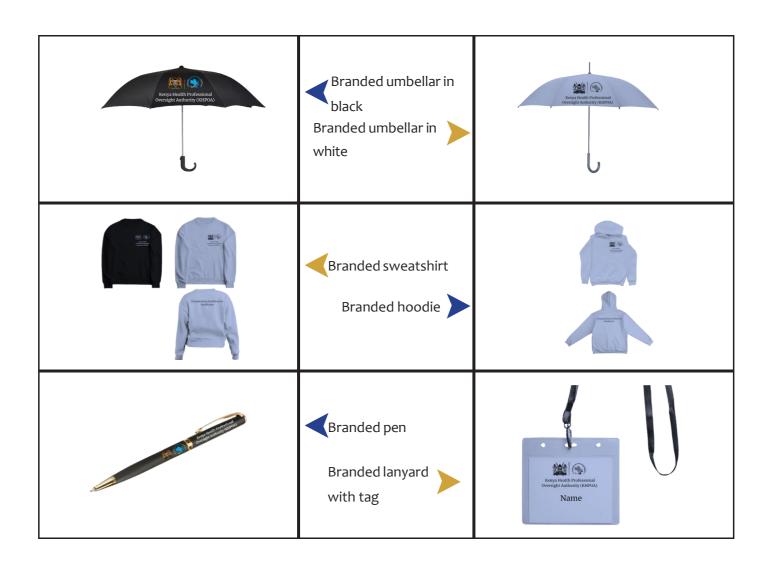
| Communication and Branding Activities Budget | |
|---|---|
| **Category** | **Item Description** |
| **1. Brand Identity Development** | |
| Branding Guidelines | KHPOA's style book- Document outlining colour, fonts, and logo use |
| **2. Digital Presence & Platforms** | |
| Social Media Management | Content creation, engagement, and Monitoring |
| Digital Marketing | SEO, paid ads, and campaign execution |
| **3. Public Relations & Media Outreach** | |
| Media Engagement | Press releases, interviews, TV & radio ads |
| Event Sponsorships | Conferences, workshops, and public forums |
| Printed Materials | Brochures, posters, and banners |
| **4. Corporate Merchandise** | |
| Branded Apparel | Golf shirts, t-shirts, and formal shirts |
| Office & Public Merchandise | Umbrellas, coffee mugs, pens |
| Banners & Teardrop Flags | Roll-up and outdoor banners |
| **5. Training & Development** | |
| Board and Staff Training on Branding & PR | Workshops for internal communication teams |
| Crisis Communication Training | Preparing teams for handling crises |
| **6. Monitoring & Evaluation** | |
| Analytics & Reporting Tools | Google Analytics, media monitoring software |
| Stakeholder Surveys | External stakeholder engagement assessments |
| Annual Communication Review | Comprehensive branding and outreach review |
| **7. Stakeholder Engagement** | |
| Forums & Stakeholder Meetings | Quarterly engagement with the healthcare Sector |
| Partnerships & Collaborations | Engaging with training institutions & MoH |
| **8. Human Resource Investment** | |
| Additional Communication Staff | PR officers, social media managers, content Creators |
| Communication/PR/Resourceobilisation | Overseeing media relations & funding efforts |
| CSR Activities | Community Activity |

| Table 5 |
|---|

# CHAPTER 10: BRANDING MERCHANDISE

Below are some illustrations of merchandise that the Authority can use for branding within the Authority offices and meeting rooms, training of stakeholders and during public events. Some merchandise like pens, notebooks, mugs, bags and umbrellas can be giveaways during training, corporate events or public awareness forums. With express permits, the Authority concerned can brand bus/matatu stops and other relevant public spaces.



| | | |
|---|---|---|
|  | ◀ Branded Tote Bag<br><br>Branded notebook ▶ |  |
|  | ◀ Branded book<br><br>Branded clock ▶ |  |
|  | ◀ Branded Caps ▶ |  |
|  | ◀ Branded wall poster<br>Branded back phone<br>case cover ▶ |  |
|  | ◀ Branded shirt in white<br>Branded t - shirt in white ▶ |  |

| | | |
|---|---|---|
|  | Branded umbellar in black <br> Branded umbellar in white |  |
|  | Branded sweatshirt <br> Branded hoodie |  |
|  | Branded pen <br> Branded lanyard with tag |  |

# CHAPTER 11: CONCLUSION

The communication and branding strategies of the Kenya Health Professions Oversight Authority (KHPOA) are instrumental in enhancing transparency, professional engagement, and public trust within Kenya's healthcare regulatory framework. Through a structured communication strategy, KHPOA ensures that its mandates, policies, and actions are clearly articulated and accessible to all stakeholders. This involves timely dissemination of information, robust stakeholder engagement, responsive feedback mechanisms, and strong digital presence.

Branding, on the other hand, reinforces KHPOA's identity, credibility, and visibility. A consistent and professional brand presence across all platforms in stills confidence among health professionals and the public. It signifies the Authority's commitment to high standards, regulatory excellence, and service to the nation. By implementing SMART and measurable indicators, KHPOA is well-positioned to track the effectiveness of its communication and branding initiatives, make data-driven improvements, and align its public image with its strategic goals.

In conclusion, the integration of clear, measurable communication and branding strategies ensures that KHPOA remains a trusted and authoritative voice in the health sector. These strategies not only support regulatory functions but also strengthen relationships with key stakeholders, ultimately contributing to a more informed and compliant health professions environment in Kenya.

KENYA HEALTH PROFESSIONS
OVERSIGHT AUTHORITY
KHPOA

*Transforming Health Provision for*
*Quality and Ethical Care*

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