Health as a Social Movement

National Seminar Series

RSA
21st century enlightenment

AGENDA

10.00 **Welcome**

- Your social movement

10.30 **What are the opportunities?**

- Learning from international examples (15 mins)
- Learning from the Vanguards (35 mins)
- Moments for change (10 mins)

11:30 *Break, leading into*

11.45 **What are your challenges and opportunities?**

- Individual exercise (30 mins)
- Table discussion (15 mins)

12.30 *Lunch*

13:15 **Growing Social Movements**

- Tools (30 mins)
- Identifying Actions (Idea Generation) (15 mins)
- Co-ordinating actions (45 mins)

14:45 **Feedback and next steps**

15:00 Close

Welcome

RSA
Ian Burbidge

THE ROYAL SOCIETY FOR THE ENCOURAGEMENT OF ARTS, MANUFACTURES AND COMMERCE (RSA)
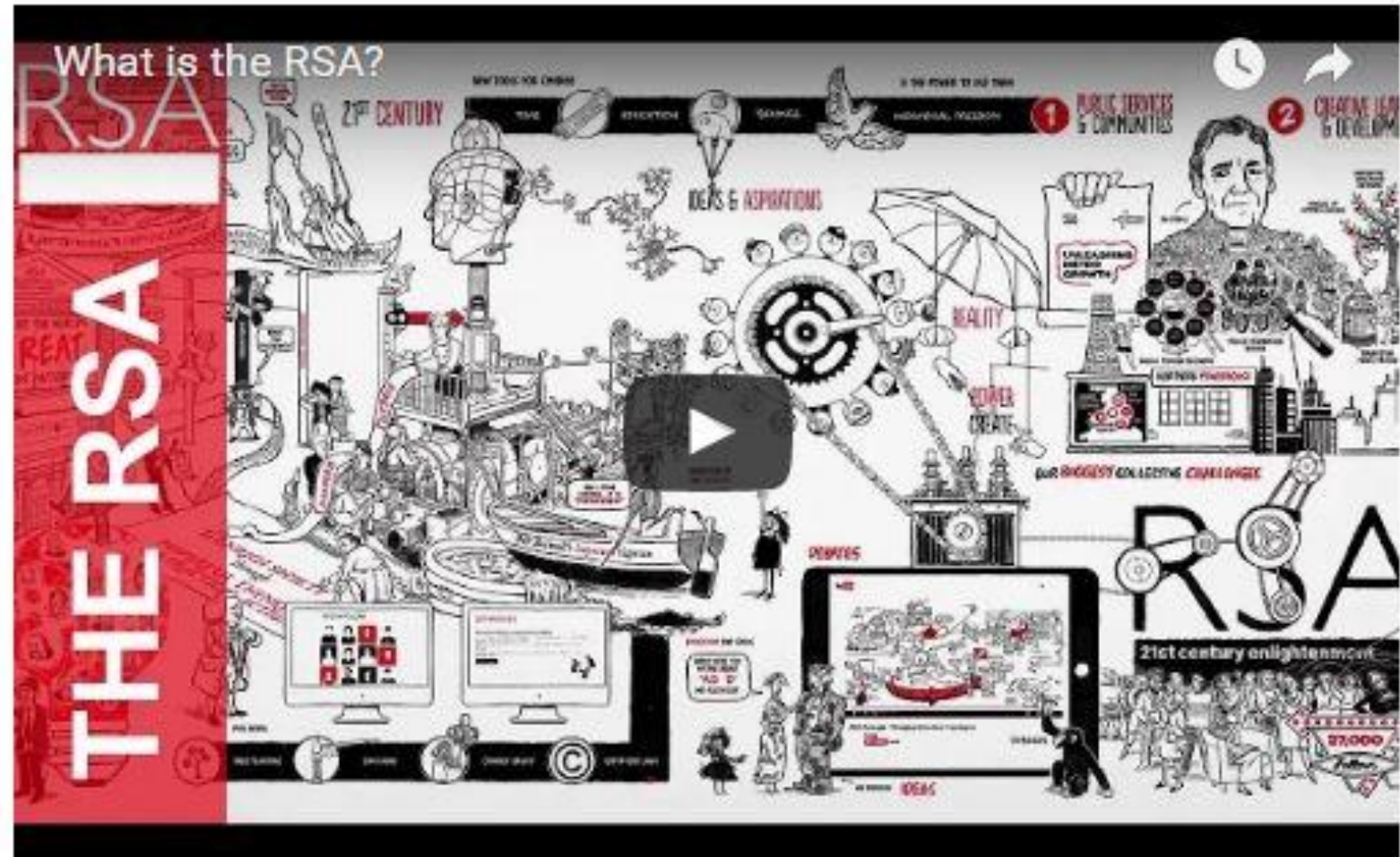
Founded 1754

Tackling a range of social challenges through research, action and ideas

WHAT DOES THE RSA DO?

FOLLOW THE LINK HERE

Overview

NHS England
Eileen Mitchell

RSA

21st century enlightenment

Your Social Movement

RSA and NESTA

RSA
21st century enlightenment

WHAT WE WILL ACHIEVE TODAY

- Tools for action:
  - Introducing **Social Moments**
  - Understanding **Spread and Diffusion**
  - Understanding the role **Networks, Norms, Narrative**

- Learning from case studies (local and international)

- Collaborate together to produce a set of actions that could support social action for health

Social Movements: What are they? What are some examples?

NESTA
Jackie Del Castillo

RSA
21st century enlightenment

WHAT IS A SOCIAL MOVEMENT?

INITIAL EXERCISE

- How are you contributing (or, would you like to contribute) to improving people's health and wellbeing?

- If you had to give your social movement for health a name, what would it be?

- Does your movement support any broader movements (i.e. human rights, prevention) or more narrowly scoped movements? If so, which ones?

- Which stage is your movement in?

- What three key actions have you taken in the last 3-6 months to grow your movement?

- 1.
- 2.
- 3.

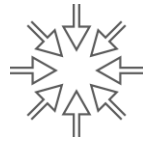*Complete the template and post it on the wall*

Health as a social movement

"What does the NHS expect? For people to camp outside of hospital?"

Social movements are one of the most effective forms of pressure on societal systems in health and care

A health social movement EMPOWERS

Empathises with people + communities

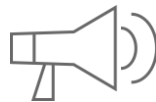Mobilises people

Pressures systems

Orbits existing systems

Waves in intensity over time

Experiments

Rages and roars

Self-governs

"We cannot understand social movements unless we understand how they *spread*."

What *spreads* in a social movement?

VISION: what vision are you promoting?

ACTIONS: what do you want people to do?

The doctor can make the incision,
I'll make the decision.

SHIRLEY TEMPLE

BREAST CANCER PREVENTION BREAST CANCER PREVENTION BREAST CANCER PREVENTION BREAST CANCER PREVENTION

India turns Pink

#GetYourPinkOn

The open data movement

AWAKE

TUMOR TYPE: ASTROCYTOMA
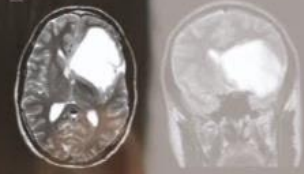**GRADE:** GRADE II WITH TWO SMALL REGIONS SHOWING GRADE III

TREATMENT: SURGERY, THEN 49 DAYS OF
PROTON IRRADIATION FOLLOWED BY 12 MONTHS
OF TEMODAR

SURGERY

OPTION 002

CHEMOTHERAPY

TUMOR TYPE: ASTROCYTOMA
GRADE: GRADE II WITH TWO SMALL REGIONS SHOWING GRADE III

TREATMENT: SURGERY, THEN 49 DAYS OF
PROTON IRRADIATION FOLLOWED BY 12 MONTHS
OF TEMODAR

Impact to date

- 7 million patients

- Nationwide adoption

- A "new care standard" with patients involved in decisions

- Clinically relevant benefits

- Minimal concerns

- Experts cite the potential to improve patient safety, medication adherence, and patient recall

- Potential to save healthcare costs

Adverse childhood experiences

"My patient said,
being overweight is
SAFE."

- Dr. Vincent Felitti

Ten adverse childhood experiences

ABUSE NEGLECT HOUSEHOLD DYSFUNCTION

emotional emotional divorce mother treated violently

physical physical substance abuse incarcerated relative

sexual mental illness

Unhealthy behaviours

lack of exercise | smoking | alcoholism | substance abuse | missed work

Health issues

severe obesity | diabetes | depression | suicide attempts | STDs

heart disease | cancer | stroke | COPD | broken bones

The correlations

No ACEs	1-3 ACEs	4-10 ACEs
1 in 16 are smokers	1 in 9 are smokers	1 in 6 are smokers
1 in 69 are alcoholics	1 in 9 are alcoholics	1 in 6 are alcoholics
1 in 480 use IV drugs	1 in 43 use IV drugs	1 in 30 use IV drugs
1 in 14 have heart disease	1 in 7 have heart disease	1 in 6 have heart disease
1 in 96 attempt suicide	1 in 10 attempt suicide	1 in 5 attempt suicide

ACEs are common

zero
36%

one
26%

two
16%

three
9%

four+
12%

64% of people have at least one ACE
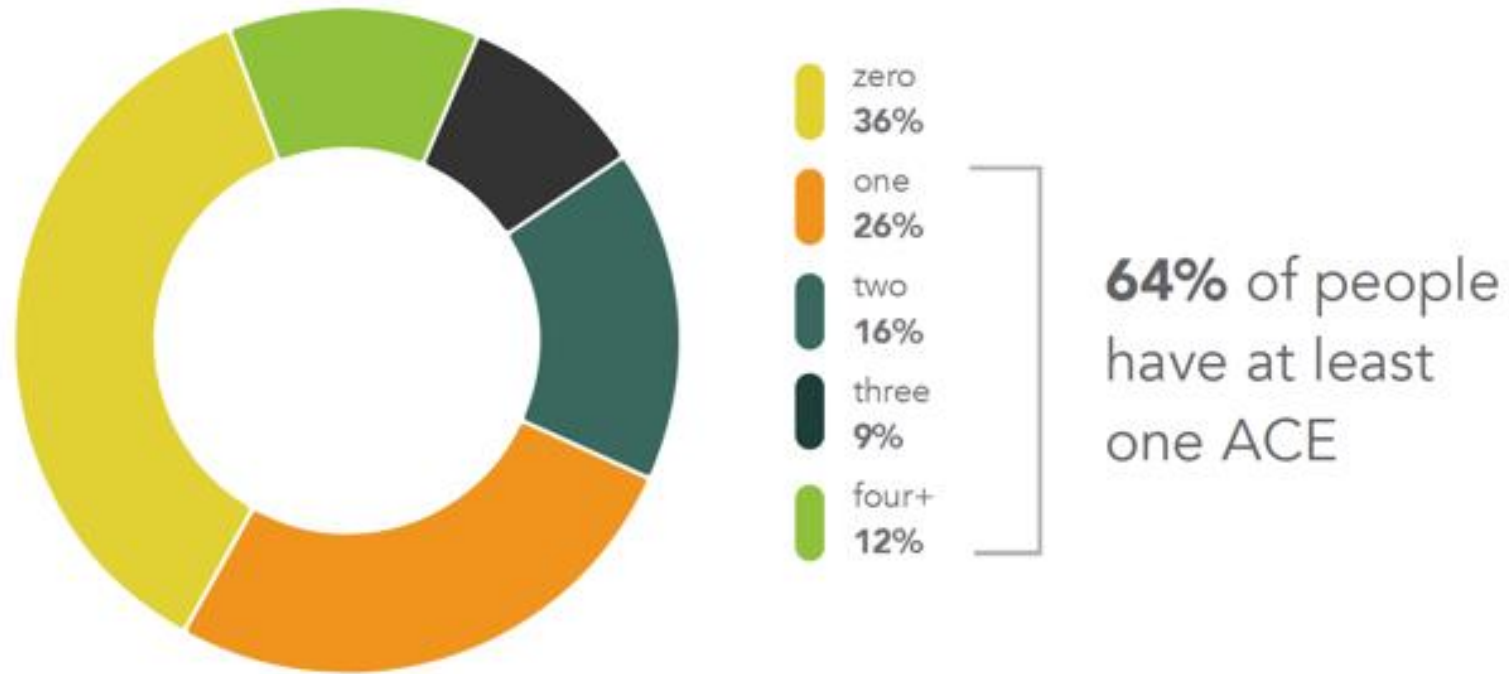
The economics

86%
of U.S. healthcare costs spent on people with >1 chronic condition

$5.8 T
estimated impact of the social costs and lost earnings associated with child maltreatment in US alone

Why is this issue ripe for a movement?

1. Childhood trauma is still highly stigmatised

2. There are deep cognitive biases to break

3. Research uptake has been low, especially in healthcare

4. Pathways to solutions now exist

5. People are mobilizing around the issue

The Roles Neuroplasticity and EMDR Play in Healing from Childhood Trauma

By Zoe Reyes, LMFT
~ 4 min read

Studies on neuroplasticity have become increasingly popular in the last several years. It was once thought that our brain was fixed and unchanging once we enter adulthood. Research throughout the last few decades has determined that in fact, our brain has the ability to change and create new neural pathways as well as produce new neurons, a process labeled as neurogenesis (Doidge, 2015). This finding is significant because if the brain has this ability to change, we have the ability to change our way of thinking and possibly improve mood.
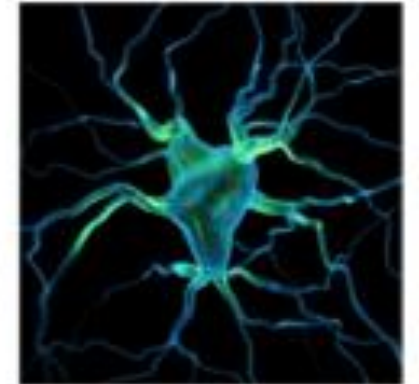
Neural pathways in the brain are strengthened with repetition. One way to describe this process is "the neurons that fire together, wire together."

Dr. Nadine Burke,
Founder of Center for
Youth Wellness

"If you think this is anything less than a human rights movement, think again… the smoking fight took 60 years."

Coffee Break

RSA
21st century enlightenment

Learning from the Vanguards

Nef
Airedale Social Movement

nef

RSA
21st century enlightenment

HEALTH AS A SOCIAL MOVEMENT

Theory of change and vanguard learning

About us

The New Economics Foundation exists to give people the tools they need to take real control of their lives at a time when family finances, community and the future of our planet are all severely threatened. We do this by:

- Working alongside community groups, activists and other organisations, to build a movement for economic change.
- Producing quality, challenging research and new, creative thinking.
- Supporting practical projects that improve well-being and environmental sustainability.

Our role

Learning and support:

- Challenge and inspire the six Health as a Social Movement sites, linking them to practical support and resources to continually improve the work that they are doing.
- Support the sites to learn from one another and share practical learning

Evaluation:

- Evidence if the sites are achieving the outcomes they have set out to tackle; to understand the actions taken, how successful these were and what factors contributed to success or failure.
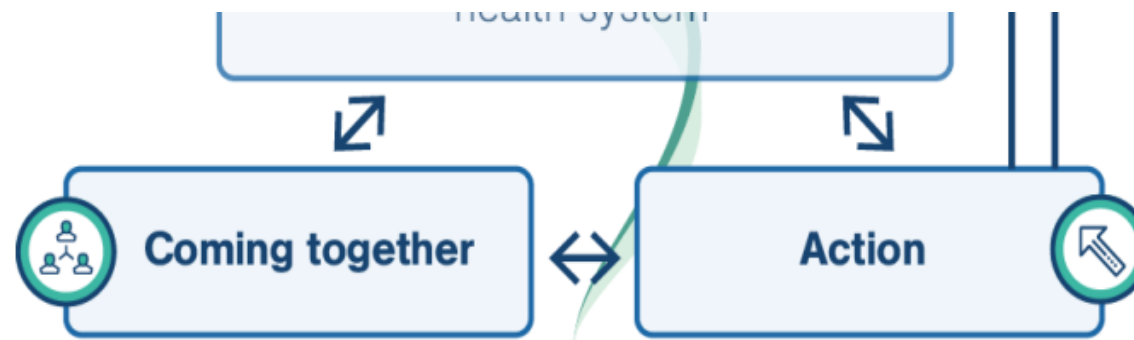
Theory of change

- Developed through a workshop discussion with all partners.

- Aimed to :
  - Enable partners to come to a shared understanding of the programme, and think about how each of the different pieces of work support each other.
  - Guide evaluation.
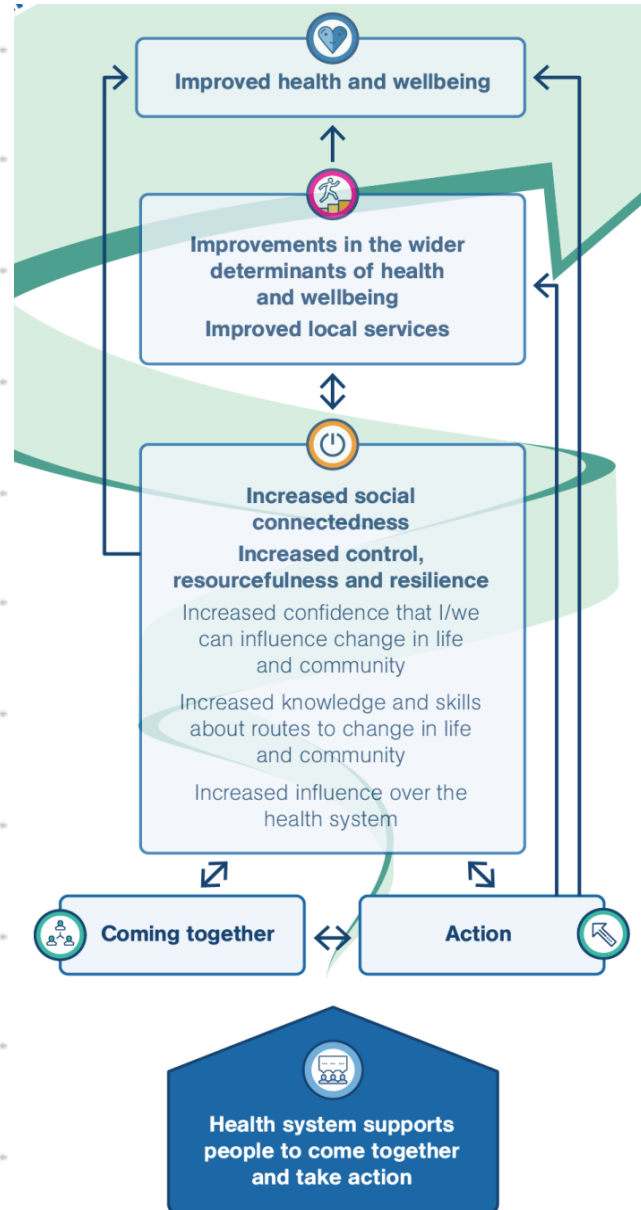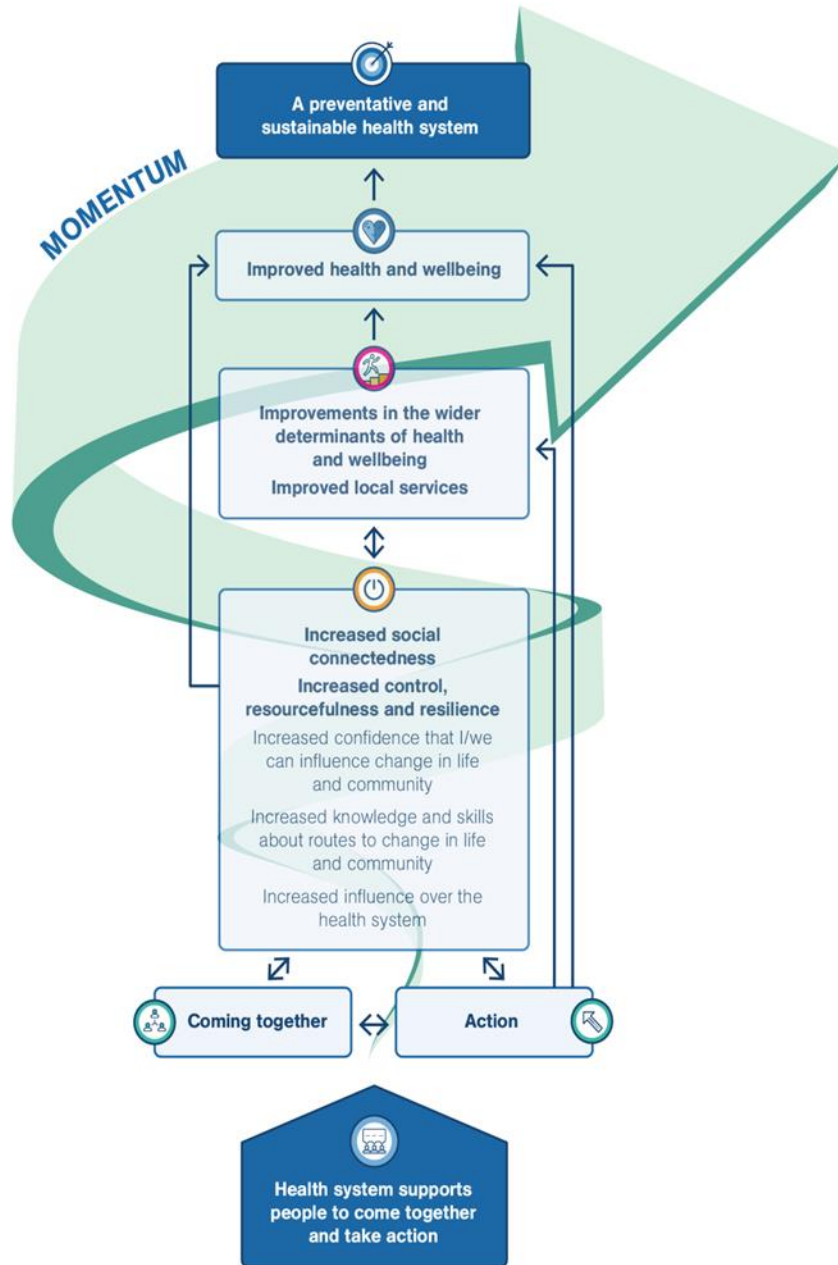 - Aid communication.

Theory of change
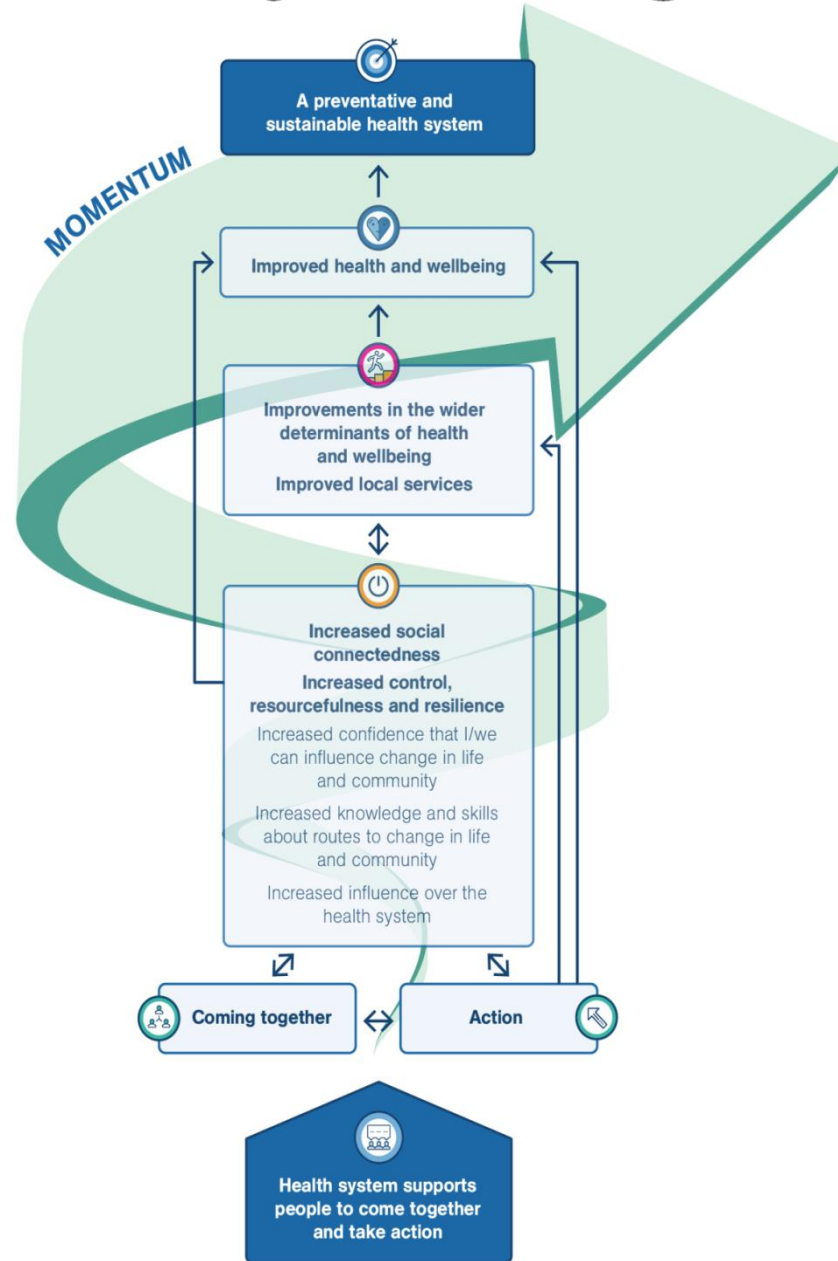
Theory of change

Theory of change

Airedale Social Movement

NHS
Airedale & Partners
Enhanced Health in Care
Homes Vanguard

Joanne Volpe – Programme Manager

In partnership **Airedale and Partners**

Alzheimer's Society
United Against Dementia

Background

- Living in a care home should not mean you are excluded from your local community. But some care home residents find it hard to get out.

- Airedale Social Movement is bringing people from the local community into care homes and putting care homes at the heart of their community.

- Care homes are community assets, with gardens, kitchens and residents with skills and heritage

AIREDALE SOCIAL MOVEMENT

Our Aims:

- Improve the wellbeing and quality of life of people in care homes

- Achieve a cultural shift and think of care homes as an asset in their community

WHAT WE'RE DOING

- We're working with five care homes
- Community conversations
- Where is the community
- Invited people to workshops
- Pushed against ideas
- Exploring informal volunteering models

- One resident would like to learn to use an iPad. A local school are going to research Apps and bring in their tablets.

- Another resident used to be a gardener. We've contacted the community allotment project

- One resident asked for visitors. The local photography club are visiting with their old slides and will start to develop their relationship
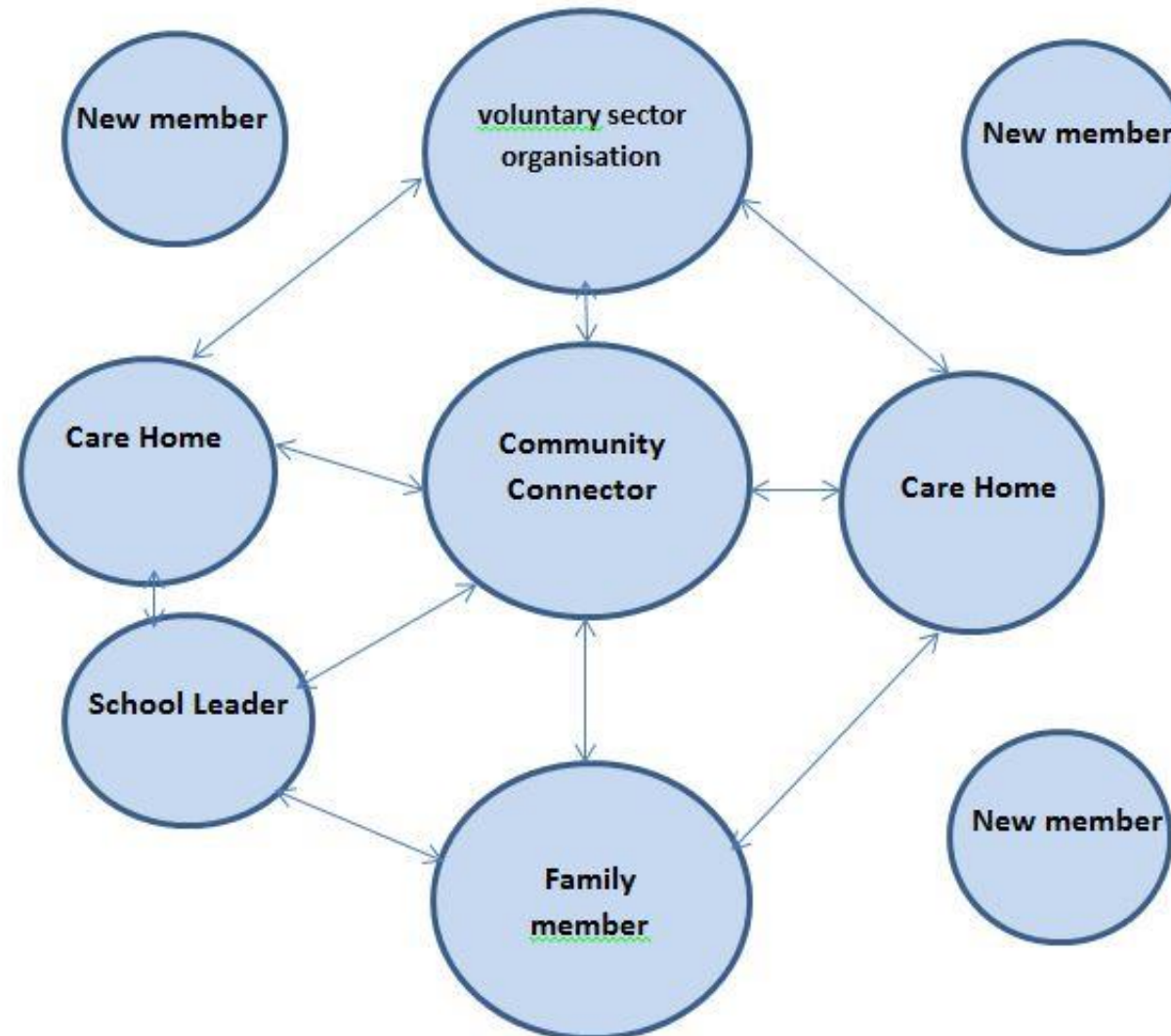
- Creating Dementia Friends and Dementia Champions

- When we advertised for support with an allotment, another care home came forward!

- Community Connectors

NEXT STEPS

- Broadening and deepening our involvement in the care homes
- Care Home Open Day (16th June 2017)
- Ongoing community group involvement
- Recruit informal volunteers
- "Match making"
- Look for 'social moments'

E: joanne.volpe@alzheimers.org.uk

T: 0113 2311727

M: 0748 4504996

@AireSocMove

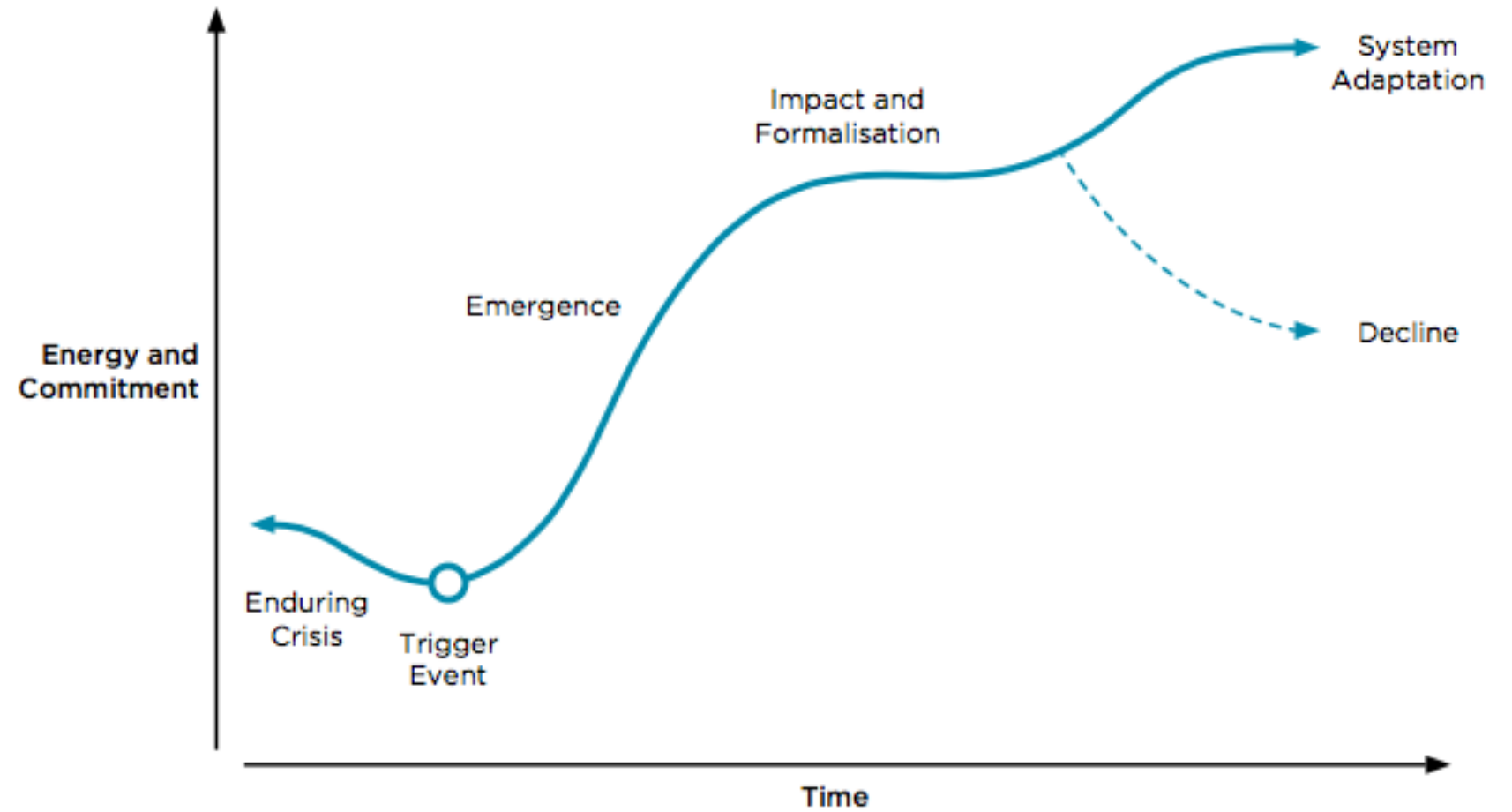# Health as a Social Movement - Moments for change
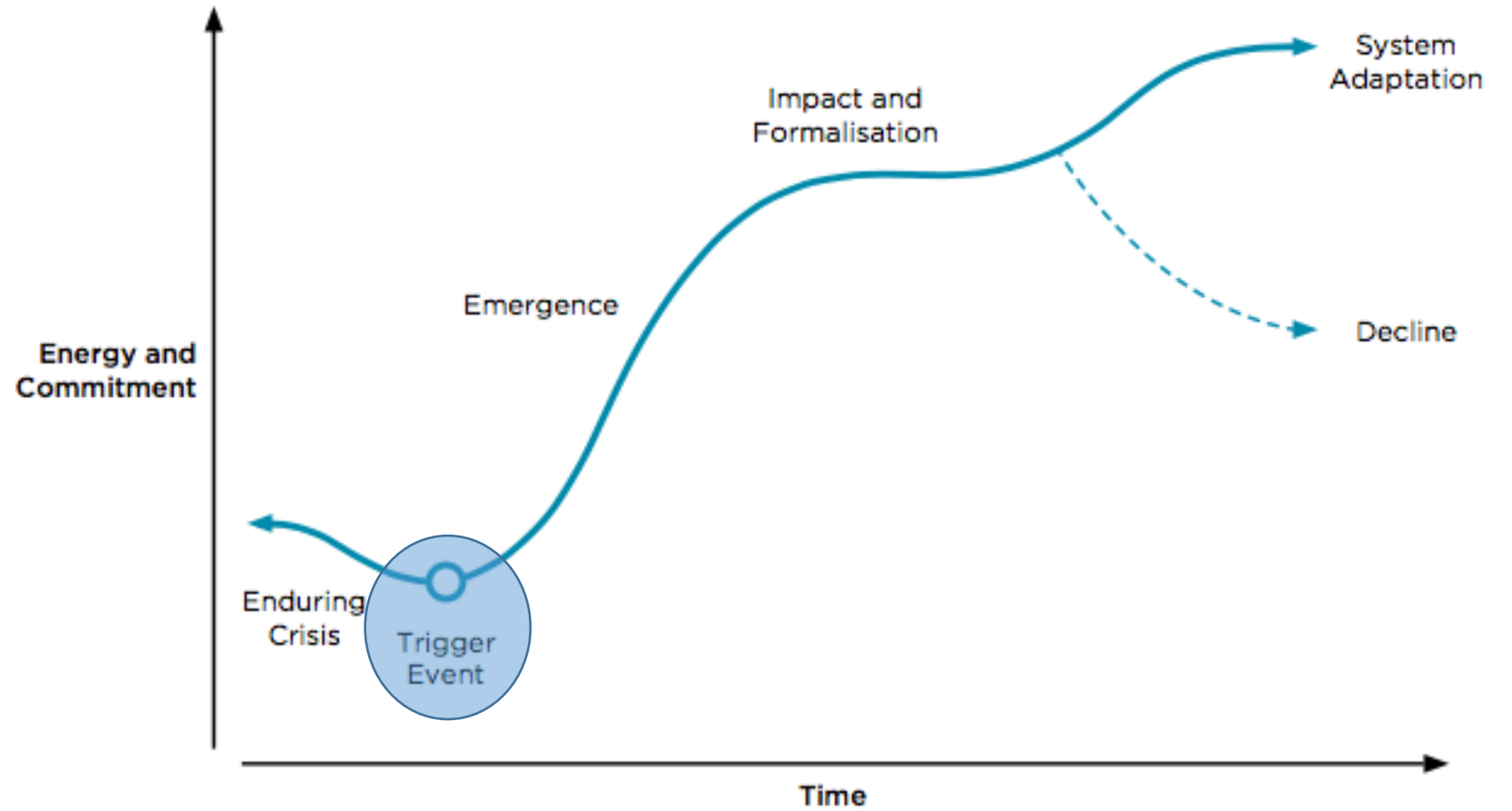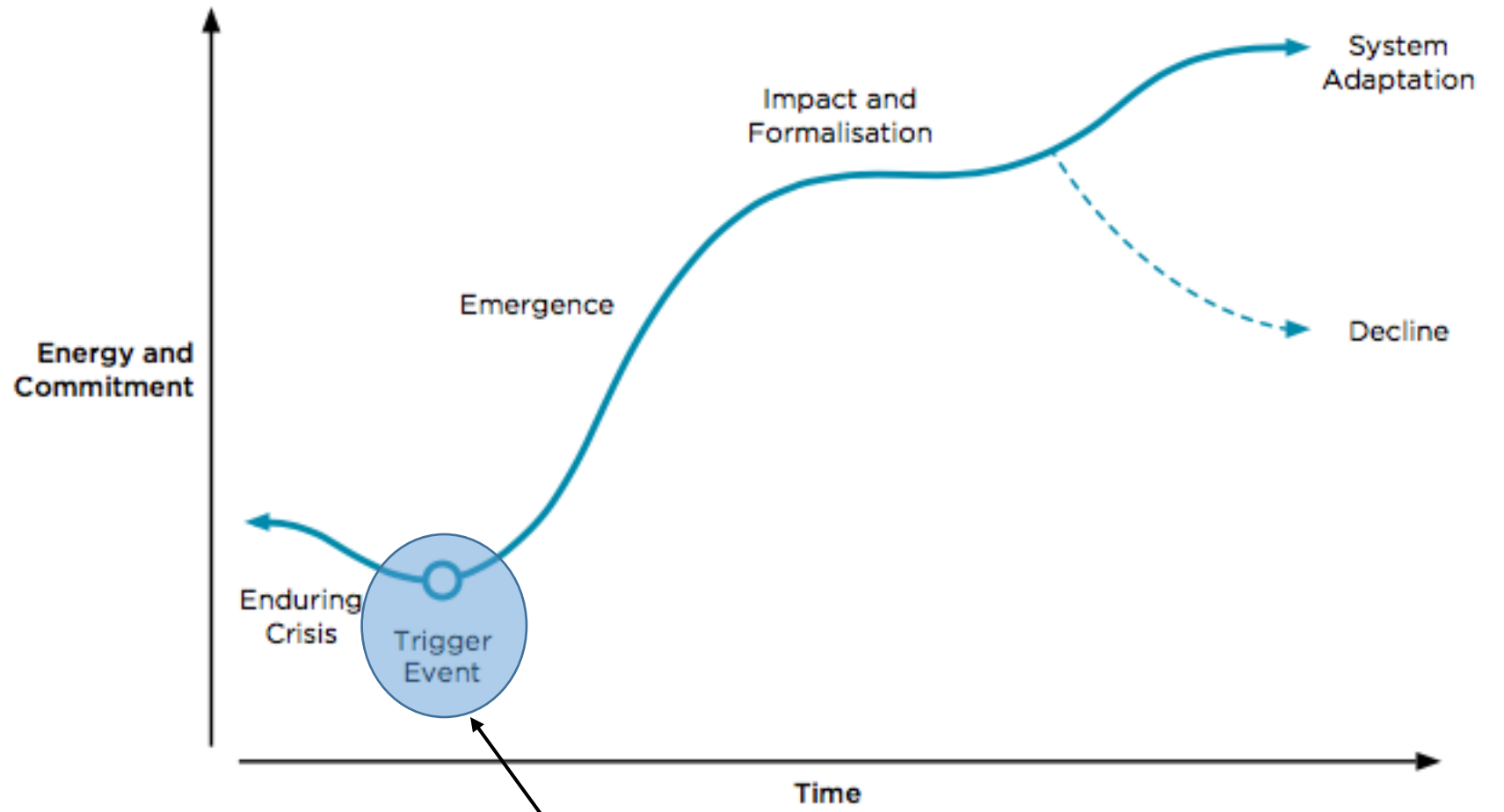
RSA
Ian Burbidge

RSA
21st century enlightenment

SOCIAL MOVEMENTS LIFECYCLE: REPRISE

SOCIAL MOVEMENTS LIFECYCLE

Social moment?

WHAT ARE SOCIAL MOMENTS?

'Social Moments' are opportunities for change

They can be small or large opportunities

They can manifest in both predictable and unpredictable ways

The hierarchy can play a role in socialising/mobilising these 'moments'

WHAT ARE SOCIAL MOMENTS?

Different 'Moments' present themselves to us each and every day, but many - and frequently all - of these moments' pass us by

Raising our consciousness of these 'moments' is a good step to take

But awareness is not the end goal, **doing something with them is**
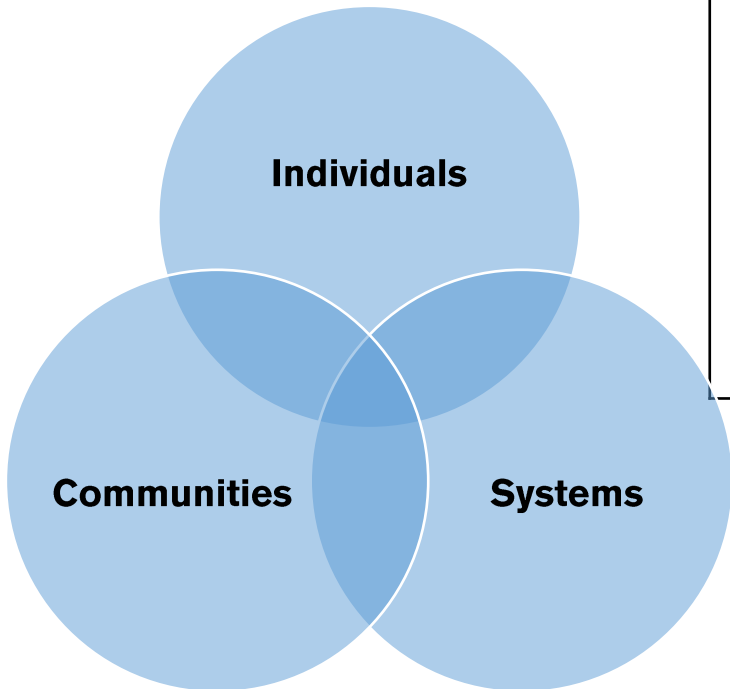
LEVERAGING SOCIAL MOMENTS

Social moments are **leverage points** where the equilibrium or paradigm is challenged

This can be challenged at 3 levels:

1) Individuals
2) Communities
3) Systems

Moments can also be created/manufactured

The combined effort to maximise the benefits of social moments creates **social capital**

WHERE SOCIAL MOMENTS ARISE

	In organisations and Systems	In communities	In people's lives
Examples…	Interactions between organisations E.g. • GPs and Hospitals • Public Health and Commissioners • Health and social care • Commissioners and the voluntary sector • Social prescribing • Involving service users in their care; co-production	Community activism, issues, responses E.g. • Local pressure groups • Patient participation groups • Community groups, assets • Narrative and norms • Networks • History and culture	Relationships E.g. • GP and patient • Care worker and patient • People helping people • Good neighbours • Family interactions • Agency and ability to meet your own needs • Behaviours and habits

Individuals

Communities   Systems

Actively liberating this social capital across a community can create a 'social movement'

Breakout Exercise:
What are your Challenges and Opportunities?

RSA

Ian Burbidge

SOCIAL MOVEMENTS IN YOUR LOCALITY:

MAPPING THE SYSTEM

VISION

_____

_____

_____

Goals	Barriers / Challenges	Stakeholders	Opportunities (social moments)

UNDERSTANDING SYSTEMS

Where are the priorities?

- What are the drivers? (eg: lack of affordable healthy food, pressure of health services due to demographic change) Which priorities compete with each other?

What are the barriers to change?

- What are the regulatory and policy binds? What are the repeating problems?

Who are the stakeholders?

- Power dynamics: Who has the power? What kind of power?

Where are the opportunities?

- What is the appetite for change? Which levels can be pulled? Where should we set challenges to proactively make change? What are the social moments?

ACTION PLANNING

WORKED EXAMPLE

VISION

Goals	Stakeholders	Barriers to change	Opportunities (social moments)
Reducing childhood obesity	• Schools • Parents forums • Young people	• Availability of affordable healthy food • Advertising	Sports Days
Reducing social isolation	• Care homes & sheltered accommodation • Carers • Carer companies	• Social norms related to ageing or discriminations • Time pressures on carers and care homes staff • Limited finance for social activities	Targeted support for the recently bereaved
Increase volunteer involvement in health system	• Local CVS • CCGs • Health practitioners	• Lack of awareness • Caution related to risk • Time commitment (volunteer management)	Step Up To Serve campaign
Reduce admission to acute services	• Primary care staff • Local gov. • CCG • NHS Trusts	• Pressure on GP services • Pressure on pharmacies • Medical model of health	Press campaign 'Over bed-blocking'

Lunch

Tools for Growing Social Movements

RSA
Ian Burbidge

NESTA
Jackie Del Castillo

RSA
21st century enlightenment

old power	new power
Currency	Current
Held by a few	Made by many
Pushed down	Pulled in
Commanded	Shared
Closed	Open
Transaction	Relationship

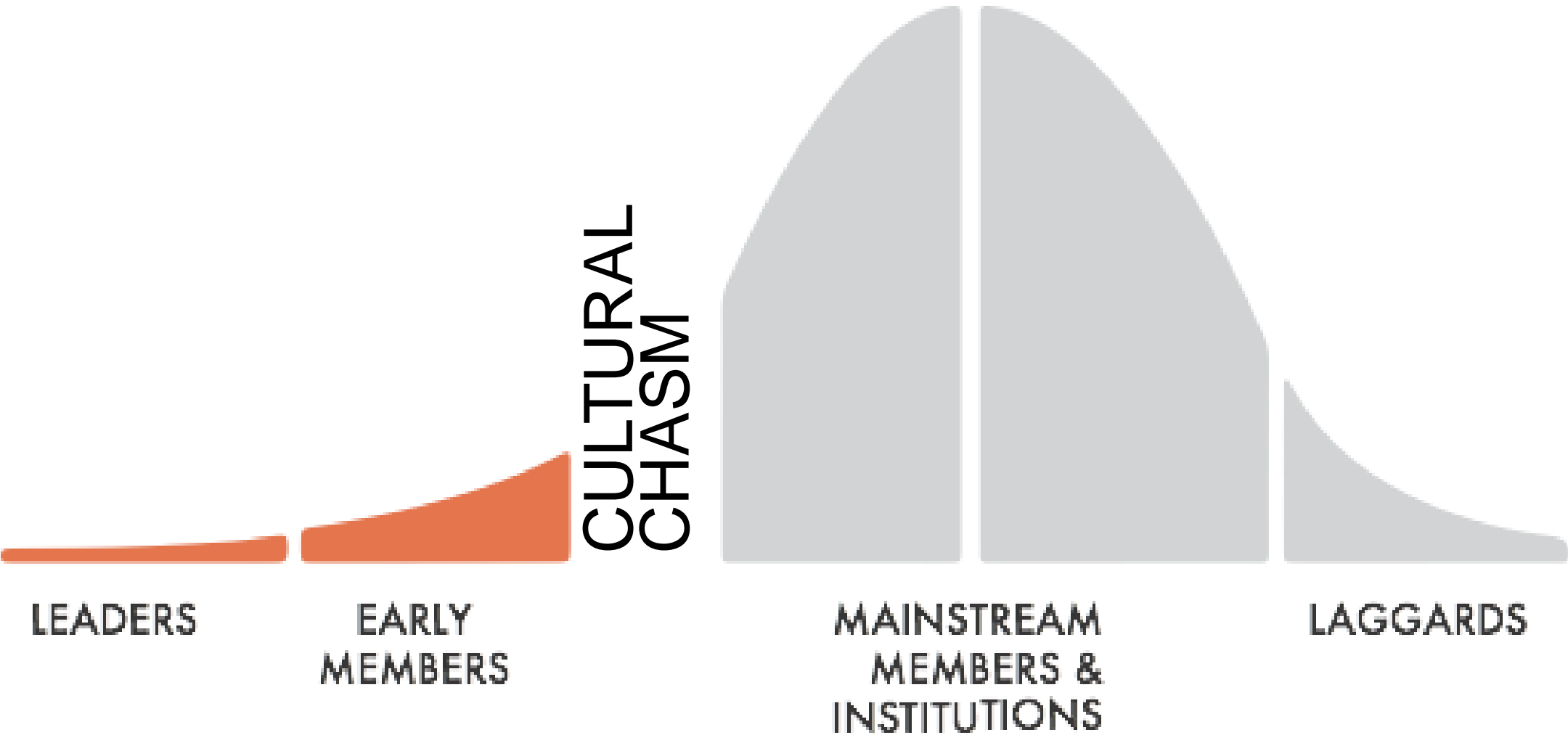Jeremy Heimens TED talk "What new power looks like"
https://www.youtube.com/watch?v=j-S03JfgHEA

@HelenBevan ##HACWEnergisingForChange

Diffusion of innovations

CHASM

TRAILBLAZERS

EARLY
ADOPTERS

MAINSTREAM
CONSUMERS &
INSTITUTIONS

LAGGARDS

Diffusion of social movements

CULTURAL CHASM

LEADERS

EARLY MEMBERS

MAINSTREAM MEMBERS & INSTITUTIONS

LAGGARDS

Diffusion of social movements

CULTURAL CHASM

LEADERS   EARLY MEMBERS   MAINSTREAM MEMBERS & INSTITUTIONS   LAGGARDS

Diffusion of social movements

CULTURAL CHASM

LEADERS

EARLY MEMBERS

MAINSTREAM MEMBERS & INSTITUTIONS

LAGGARDS

The bowling pin strategy

Message development

Message 3
Action 1

Message 2
Message 2

Message 1
Action 3

Message 2
Action 1

Message 1
Action 2

Message 1
Action 1

Collective action development

Dynamic positioning
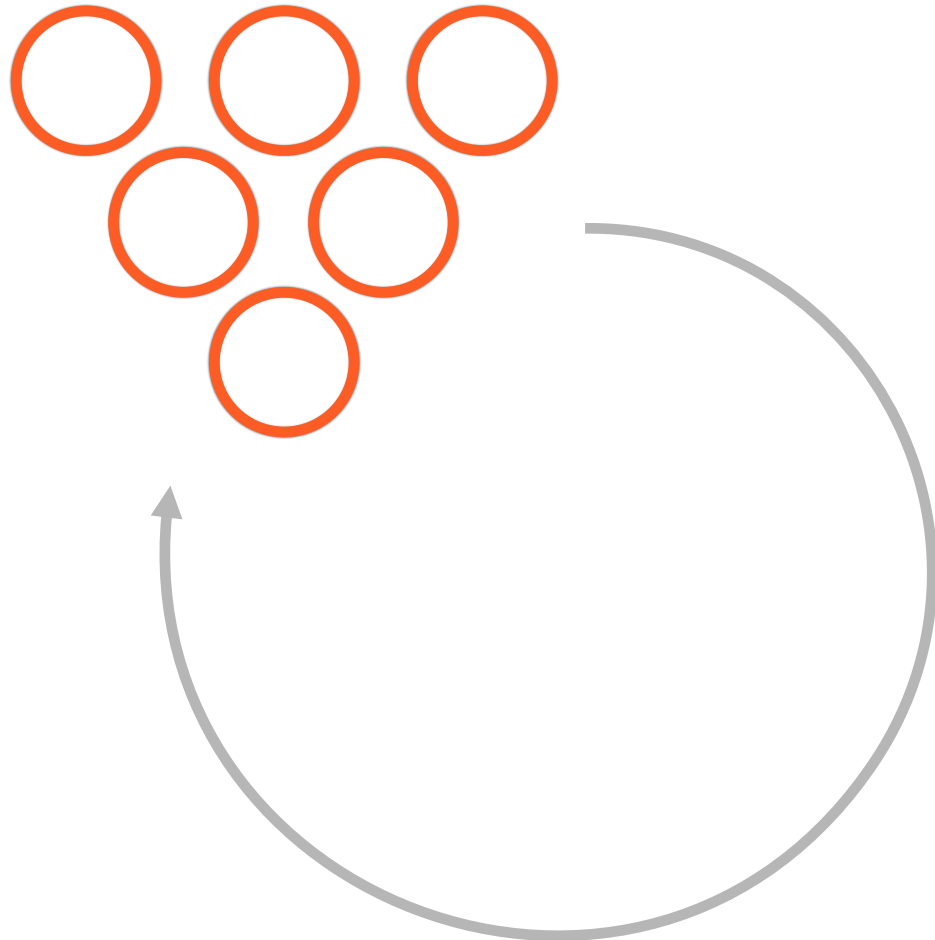
#1: What is your vision for your social movement?

#2: Who are you trying to recruit to your movement?

#3 How will you frame the message to reach them?

#4 What collective action do you want your members to take?

ELEMENTS INFLUENCING DIFFUSION

INDIVIDUALS

1. Change Agents
Who are the innovators?

2. Expert Opinion Leaders
Those with Authority, status, credibility

3. Boundary Spanners
Those with ties across social or organsiational networks and boundaries

4. Champions / Early Adopters
Influenced by / following lead of those in your network

COMMUNITY

1. Social Networks
Influenced by structure and quality of your social network

2. Peer Opinion
Identify the true opinion leaders

3. Homophily
People like me (in terms of background, culture)

COMMUNITY

THE POWER OF SOCIAL NETWORKS

Hubs are people who are highly and directly connected with many people; communicating and disseminating knowledge throughout the organisation

Gatekeepers link people and customers together acting as information gateways and brokering knowledge between critical parts of the organisation

Pulsetakers are subtle, having the maximum influence using the minimum number of direct contacts; they work through indirect means

Together these network positions account for the stability and flexibility of organisational culture
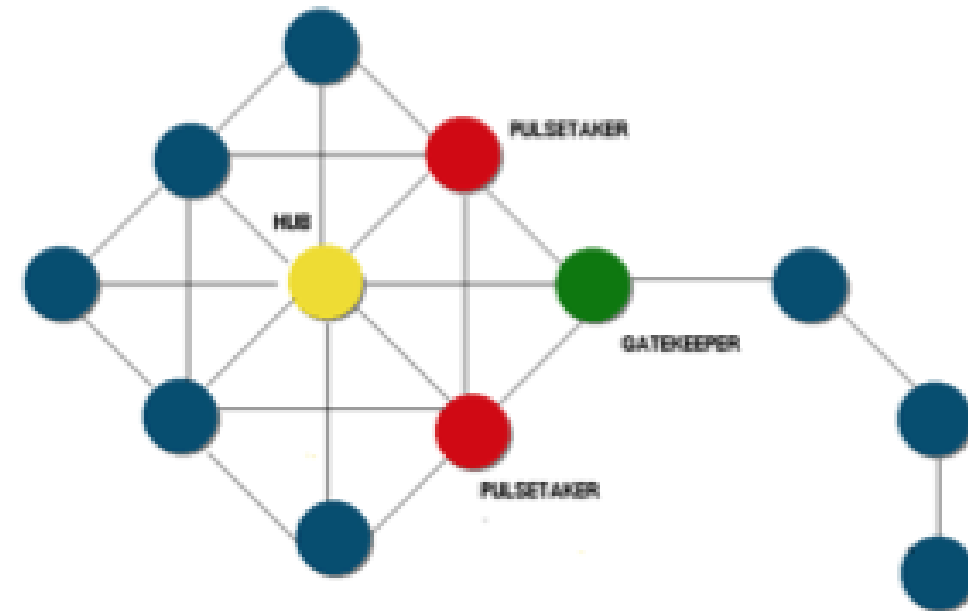
COMMUNITY

THE POWER OF SOCIAL NETWORKS

Networks are the invisible connections forming communities; a strong community is therefore one that is highly networked.

Connection has to do with who is connected to whom (network structure). When a group is constituted as a network, there is a particular pattern of ties that connects the people involved.

CONTAGION

Contagion pertains to what, if anything, flows across the ties (network function). One fundamental determinant of flow is the tendency of human beings to influence and copy one another. Each and every one of these ties offers opportunities to influence and be influenced. This is the power of social norms.

THREE DEGREES OF INFLUENCE

'Three degrees of influence' rule. Everything we do or say tends to ripple through our network, having an impact on our friends (one degree), our friends' friends (two degrees), and even our friends' friends' friends (three degrees).

ORGANIC NETWORKS

Organic networks have a structure, complexity, function and spontaneity not found in organized networks.

- There is no central control of the movement of the group
- But organic networks manifests a kind of collective intelligence that leads to behaviour which does not reside within individual creatures but, rather, is a property of groups.

MESSENGER EFFECT

Messenger Effect suggests:

- We are heavily influenced by who communicates the message. Three characteristics of a successful messenger. E.g.
  - Perceived authority or expertise (eg GP)
  - Someone like me (which is why celebrity messengers often don't work)
  - Someone I trust (e.g Cialdini shows we don't believe what people we don't like say, even if it's true)

Public Narrative

HEAD

HEART

POWER OF STORIES AND NARRATIVE

Stories are an important method of spread (Herndon, Kaufman, Larkin & McGahan)

How are you enabling people to tell their stories and listening to them?

ORGANISATION

WHAT DOES THIS MEAN FOR THE WAY WE WORK?

Diffusion

"LET IT HAPPEN"

Informal, Unplanned

Horizontal

Unpredictable, emergent

Adaptive, self-organising

More behavioural approach

Power of networks

Greenhalgh T, et al (2004)

ORGANISATION

WHAT DOES THIS MEAN FOR THE WAY WE WORK?

Dissemination

"MAKE IT HAPPEN"

Formal, Planned, Regulated, Managed

Vertical (Hierarchical)

More structured approach E.g. Comms, Training, Marketing, public engagement, social media, consultation etc

'NPM'

Diffusion ←→ **Dissemination**

"HELP IT HAPPEN"
Negotiated, Influenced, Enabled
Co-production

"LET IT HAPPEN"

Informal, Unplanned

Horizontal

Unpredictable, emergent

Adaptive, self-organising

More behavioural approach

Power of networks

"MAKE IT HAPPEN"

Formal, Planned, Regulated, Managed

Vertical (Hierarchical)

More structured approach E.g. Comms, Training, Marketing, public engagement, social media, consultation etc

'New Public Management'

Growing Social Movements: Co-ordinating Actions

RSA
Rowan Conway

SOCIAL SYSTEMS:

INDIVIDUAL

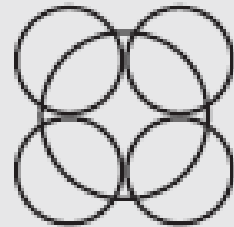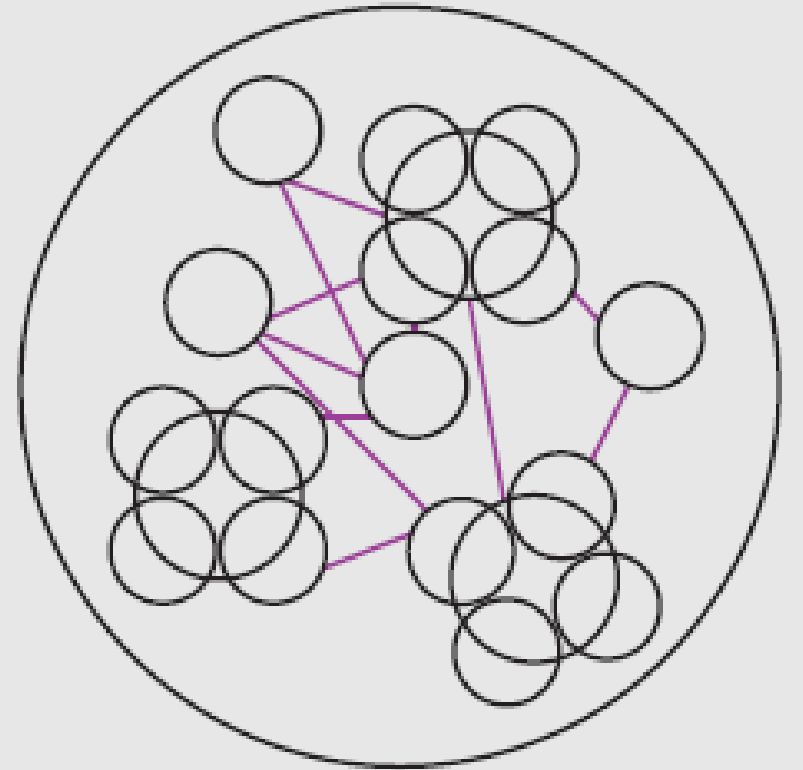**People**
Individuals

SOCIAL SYSTEMS:

COMMUNITY

Groups
A collection of two or more
individuals – a team, group,
organisation, even a coffee morning

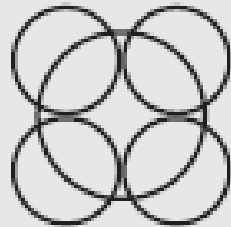# SOCIAL SYSTEMS:

SYSTEMS

Systems
Connections of and between
individuals and groups
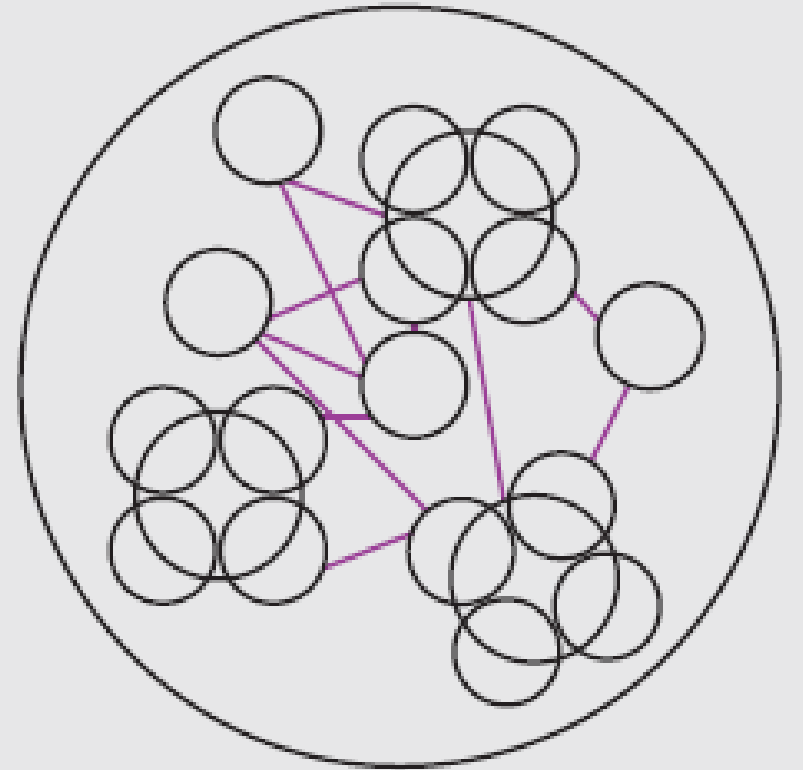
COMPLEX SOCIAL SYSTEMS:

SEEING THE WHOLE AS MORE THAN THE SUM OF ITS PARTS
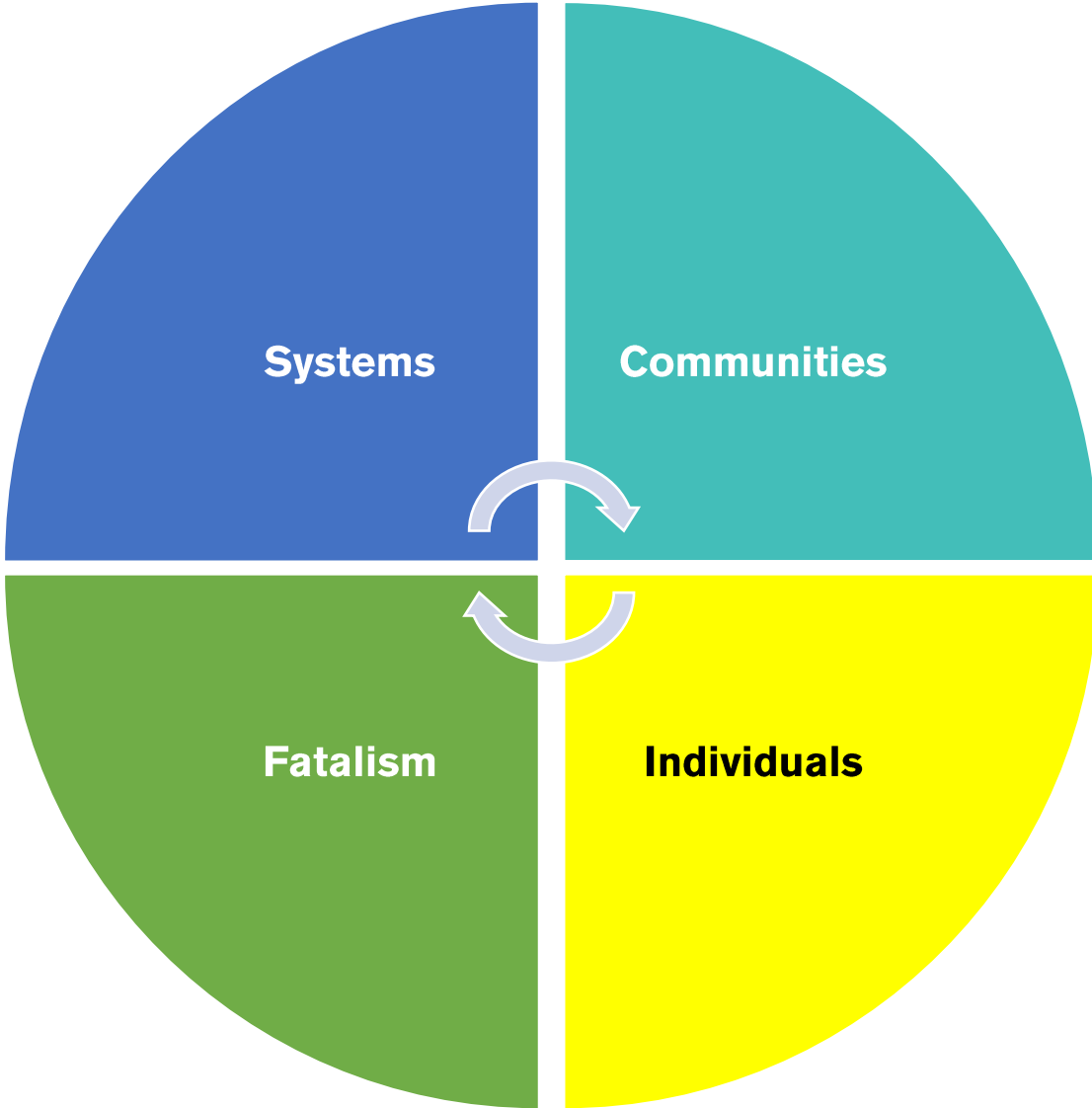

People
Individuals

Groups
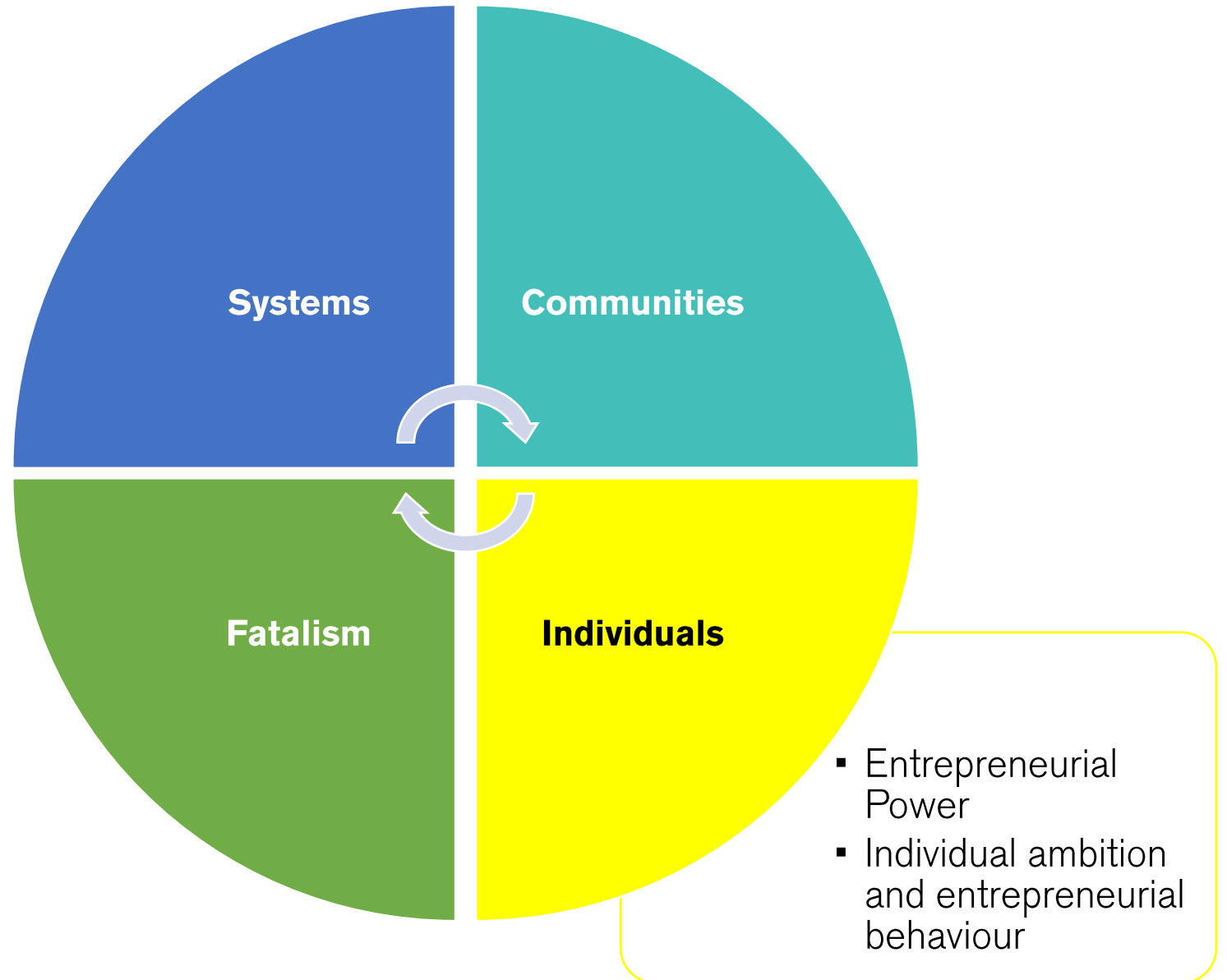A collection of two or more individuals – a team, group, organisation, even a coffee morning

Systems
Connections of and between individuals and groups

HARNESSING POWER WITHIN SOCIAL SYSTEMS

HARNESSING POWER WITHIN SOCIAL SYSTEMS

- Hierarchical Power
- Leadership, strategy and expertise

Systems

- Community Power
- The glue of belonging and shared values

Communities

- Powerlessness
- Realism, inaction and 'checking out'

Fatalism

- Entrepreneurial Power
- Individual ambition and entrepreneurial behaviour
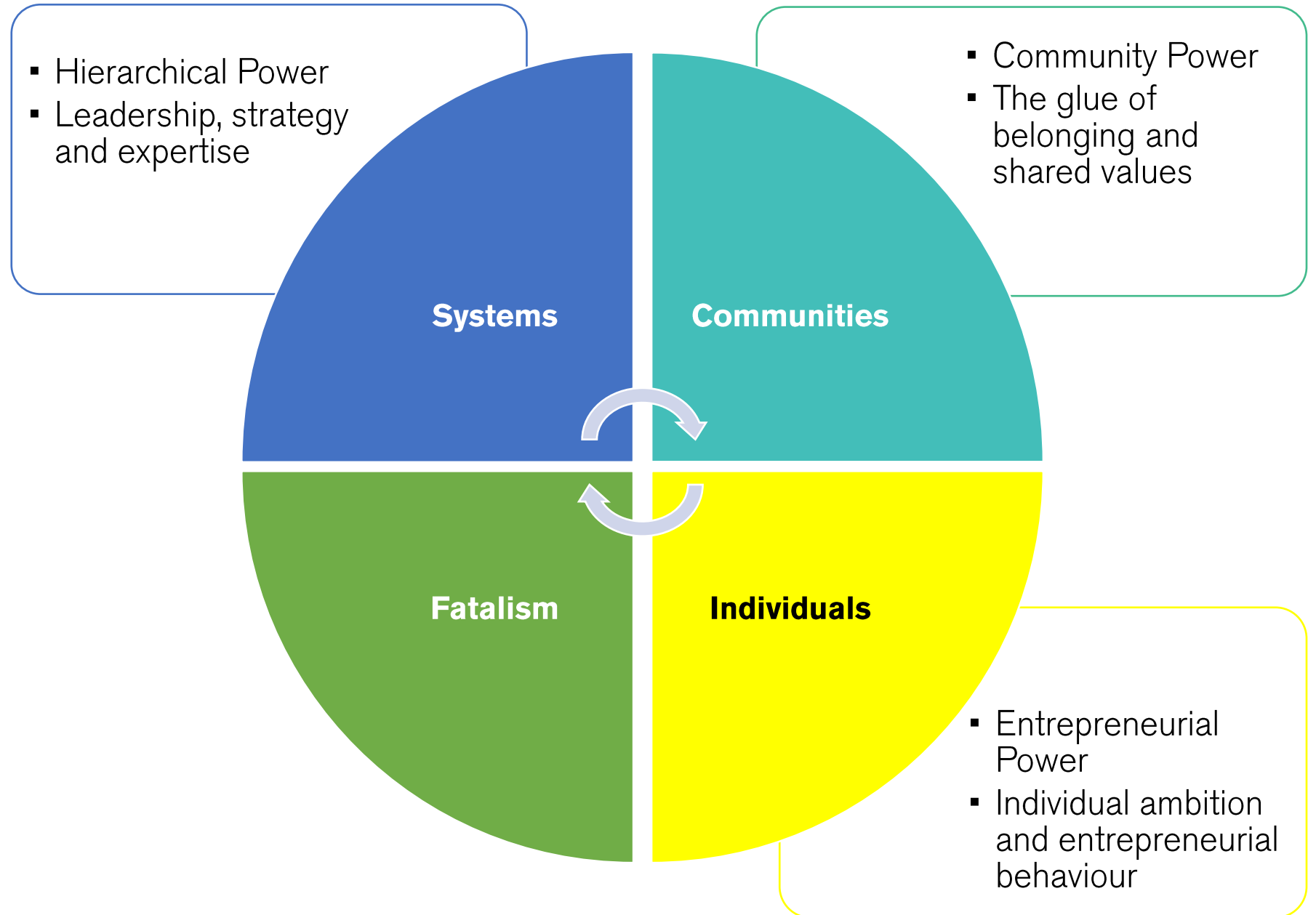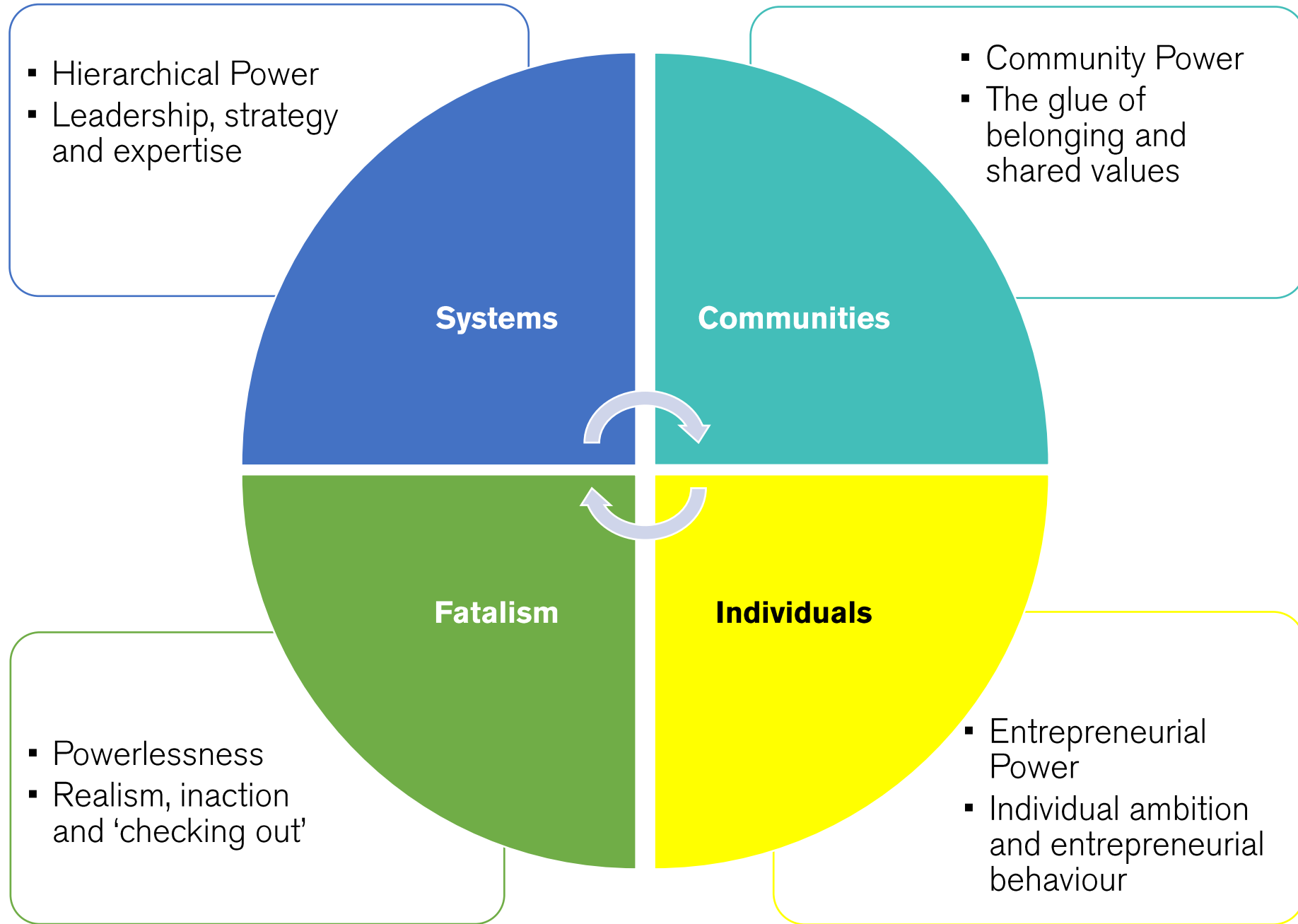
Individuals

AN OVERVIEW

	Systems, Hierarchy	Communities, Groups	Individuals, People
Emphasis on co-ordination through…	leadership, strategy and expertise	the glue of belonging and values	individual ambition and competitive endeavour
At its best…	Clear, consistent strategy, transformative, at scale, purposeful Listens, trusts, empowers Ethical and brave	Altruistic, values-based, co-ordinated, collective, collaborative, community, norms, tribes Commitment to vision External focus, celebrates achievement	Responsible, accountable Empowering others and self Energised, ambitious, creative, resourceful, dynamic, agency and control
At its worst…	Communities done-to, paternalistic, professionals know-best Top down, bureaucratic, lack of choice and voice Inflexible, inefficient, illegitimate, poor leadership, lack of vision	Actively fighting against vision, strategy, approach Discursive, moored, factional Internal focus, wrapped up in in-fighting or other such distractions	Disempowering, undermining, not engaging in community Irresponsible, short-termism Defensive, reactive, conflictual

INTERACTIONS

SOCIAL MOVEMENTS IN YOUR LOCALITY:

ACTION PLANNING (II)

VISION

Goals	ACTIONS			
	For Organisations	For Groups	For Individuals	Other ideas

SOCIAL MOVEMENTS IN YOUR LOCALITY:

WORKED EXAMPLE

Goals	ACTIONS			
	For Organisations	**For Groups**	**For Individuals**	**Other ideas**
Increase HIV testing	- Encourage NHS Trusts to share information + resources with voluntary sector (e.g. Terrance Higgins Trust) - Public messaging campaign (using Bowling Pin strategy)	Capacity build support groups of people with lived experience (particularly outside urban areas)	- Display awareness • E.g Wearing Red ribbons - Raising awareness • E.g. Social media posts	Campaign for drug companies reduce costs of testing kits

WHAT DOES THIS ALIGNMENT ACHIEVE?

Systems	Communities	Individuals
Public Value	Social Capital	Individual Agency

= Wellbeing

Wrap-up

RSA
Ian Burbidge

RSA
21st century enlightenment

WHAT HAPPENS NEXT?

- Write up from these sessions
- (Manchester, Birmingham, Newcastle, London) disseminated to all

- Content on the RSA website

- Opt-in for RSA Fellowship (Engage events around the country to follow)

Next year focus:

- nef – impact within the Vanguards
- Nesta – the institutional response to social movements
- RSA – spreading change with and beyond the Vanguards

Close

RSA
21st century enlightenment