

time to change

let's end mental health discrimination

Behaviour change through communications

Impact series



Funded by



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Introduction

Time to Change is a growing social movement working to improve the way we all think and act about mental health problems. By supporting people to be more open about mental health, to talk and to listen, we aim to end the stigma and discrimination faced by those of us with mental health problems.

Communications and PR has played a key role in our work, and since 2016 we have utilised insight-driven social marketing campaigns to deliver behaviour change in key target groups. This work is part of our wider programme to change attitudes and behaviours to mental health problems in settings such as schools, workplaces, and communities.

We do this by:

- **Using behaviour change models to understand our audiences, how they change over time and how best to design campaigns to achieve behaviour change.**


- **Focusing our social marketing campaign on those who are 'cooler' to mental health.**

- **Engaging and empowering our 'warm' audience to take an active role in our social movement and act as a channel to our cooler audience.**

By designing our social marketing, communications and PR campaigns for our different audiences, we have been able to engage them and change the way they think and act about mental health. We carefully choose channels to ensure maximum impact and reach with each audience, helping to achieve our aim of ending mental health stigma and discrimination.



Using behaviour change
modelling



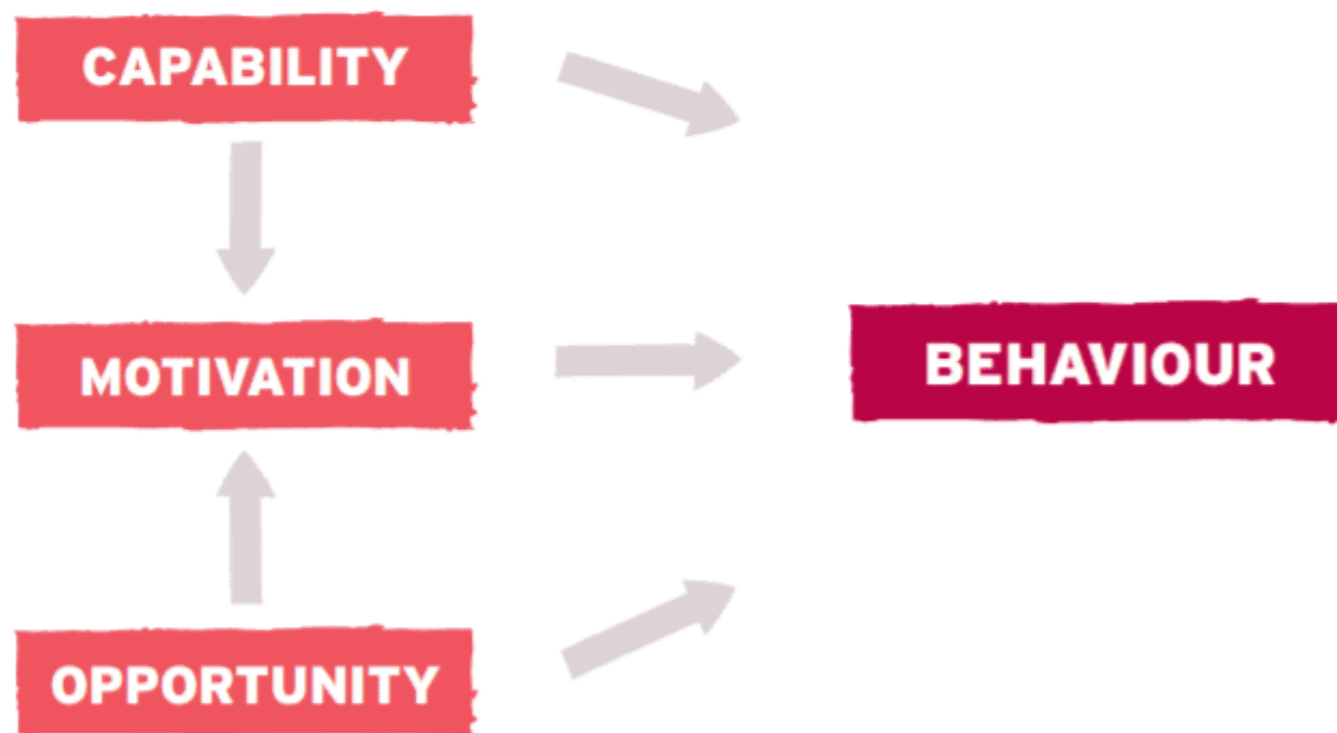
We use tried and tested behaviour change models to give us a deeper understanding of our audiences, helping us establish how best to reach them and identify communication levers. We use two different behaviour change models, enabling us to understand factors that influence our audiences' behaviour as well as how our audiences change over time.

COM-B model

The COM-B model of behaviour change¹ is our primary model and helps us understand the different drivers and barriers that influence our target audience's behaviour.

This model rests on the understanding that people need sufficient levels of three interacting components – **capability, opportunity and motivation** – in order to perform a behaviour.

This allows us to see which areas we need to dial up or which factors we need to change in order for our **desired behaviour to happen**.



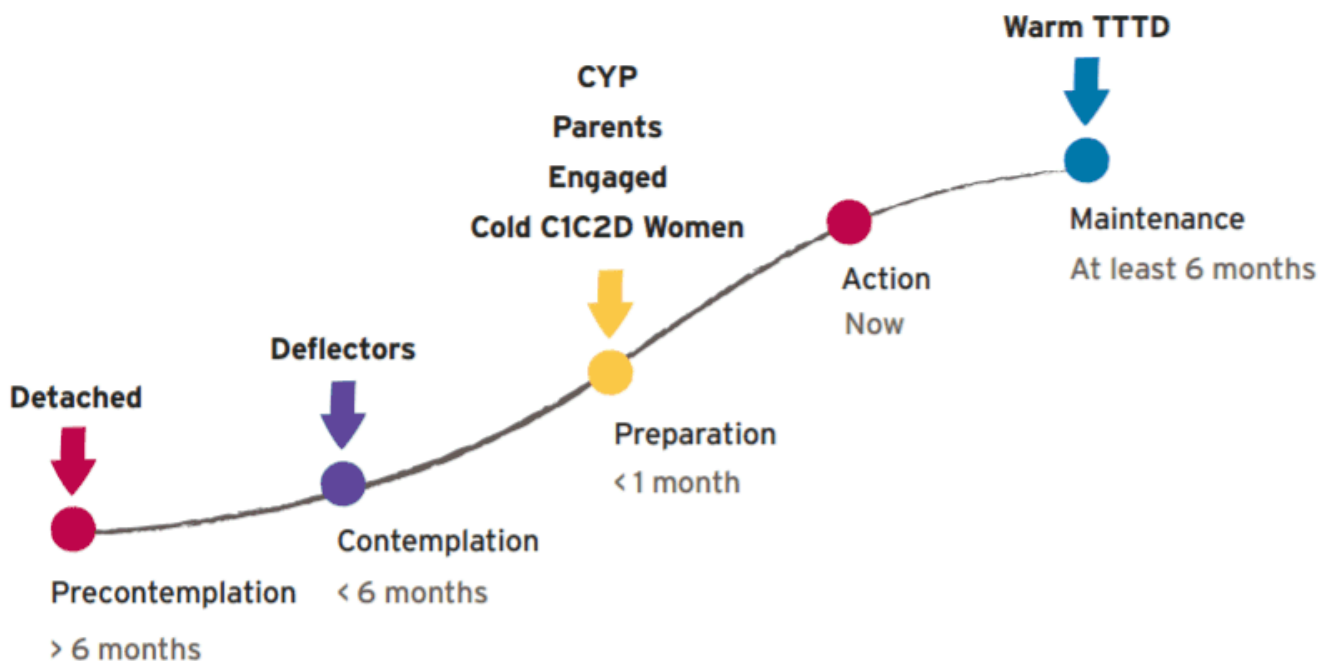
Michie S., van Stralen M.M. & West R. 2011. The behaviour change wheel: A new method for characterising and designing behaviour change interventions. *Implement Sci*, 6, 42.

Stages of Change model

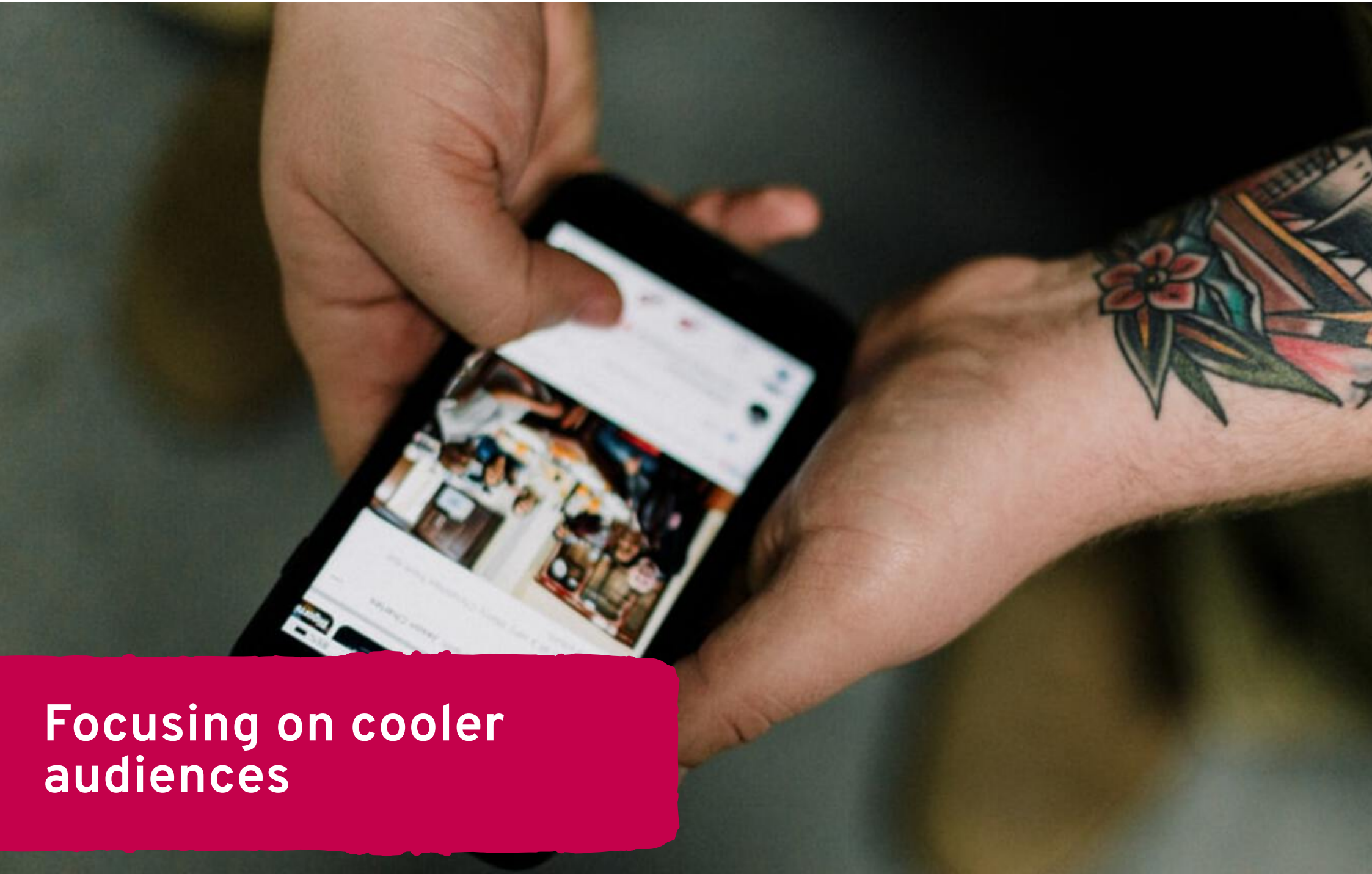
The Transtheoretical, or Stages of Change, model enables us to consider change over time and assess an individual's readiness for change.

By understanding the varied stages our different audiences are at, we are able to tailor our marketing and communications accordingly.

While the COM-B model provides a snapshot of barriers and drivers to behaviour, the Stages of Change (or Transtheoretical model) is a health behaviour model to assess an individual's readiness for change. Stages are defined by the likelihood, or occurrence, of the desired positive behaviour within the next 0-6 months. Relapse is possible at any time leading to an individual moving back multiple stages.



Prochaska, J.O., DiClemente, C.C., & Norcross, J.C. 1992. In search of how people change: Applications to the addictive behaviors. *American Psychologist*, 47, 1102-1114.



Focusing on cooler audiences

Using behaviour change models has enabled us to understand the behaviour of our 'cooler' audience and move them through the stages of change required to improve their attitudes and behaviours to mental health problems.

The key steps we followed in this process include identifying key target audiences, developing a social marketing campaign, reaching the target audience through multiple channels and measuring engagement and impact with the target audience. It takes time and resources to establish an effective social marketing campaign and on the following pages we have outlined our processes in more detail.



Identify key target audiences

Since Time to Change began in 2007, there has been a step change in the way mental health is viewed and talked about in England.

However, despite progress in public attitudes and behaviours, in 2016 our research showed that strongholds of men were still not hearing messages about mental health and didn't see mental health as relevant to them.

Our research showed that reaching these men would enable us to drive even greater levels of behaviour and attitude change among adults in England.

We identified men between the ages of 25-44 from C1C2D social grades as our primary cooler target audience, with women in the same age range and socio-economic groups as our secondary audience.





To develop a more tailored approach, we looked at the current levels of awareness and understanding within these audiences and set this against the attitudes and behaviours we wanted to see. Our goal was to take people on a journey from being ‘detached’ – distant to mental health problems and less aware of the topic – to engaged, with more understanding and awareness of mental health problems and willingness to act if the occasion arose.

Since 2016, the number of ‘engaged’ people among our target audience has grown as they become more open to the topic of mental health, while the group classed as ‘detached’ has shrunk.

Develop social marketing campaign

Our social marketing campaign is developed to improve awareness, understanding, attitudes and behaviours in our cooler audience.

To help us reach our primary target audience of men aged 25-44, we used insights gathered through quantitative and qualitative research to devise a hard-hitting campaign that highlighted the importance of looking out for their mates' mental health.

Our research showed that many men don't recognise the signs that a mate might be struggling with a mental health problem. We needed to show men what to look out for – and, following that, what they can do to help. To achieve this we used a 'Trojan horse' approach to introduce the subject subtly and appeal to their sense of wanting to be a good mate.

The messaging for this campaign started as 'Be in Your Mate's Corner'. The campaign highlighted the prevalence of mental health problems and encouraged men to 'step in' if a friend was acting differently. This succeeded in encouraging men to look out for their mates, but our next challenge was to turn this intention into action.





Sometimes we say we're fine... when we're not.

The second stage of the campaign, Ask Twice, was designed around a simple but powerful action of asking someone how they are, twice – something that can really show a mate you're there if they need you.

We know that it can feel intimidating to talk about mental health. That's why we accompanied the campaign with hints and tips on how to continue the conversation. This gave our target audience the tools they needed to feel confident checking in with a mate.

With 1 in 4 of us experiencing a mental health problem each year, if your mate says they're fine, they might not be.

To really find out, #AskTwice.

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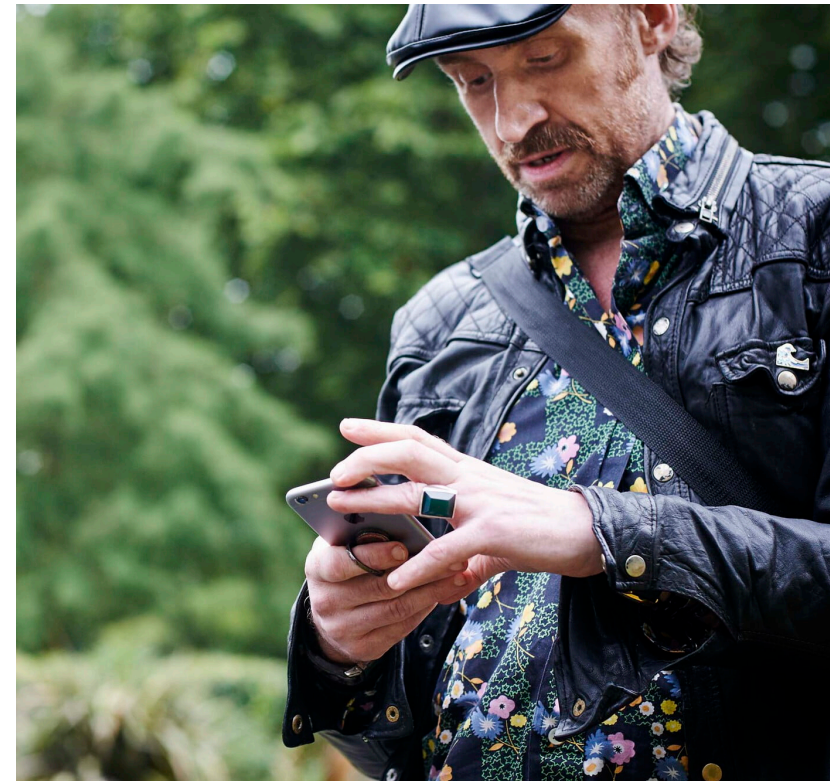
Reach target audiences through multiple channels

We know that the more opportunities the target audience has to see our campaign material the greater the impact. This is why we use a wide range of channels to maximise the effect of our messaging.

In addition, we use insights gathered during our campaigns to ensure that our budget is concentrated on the most influential channels.

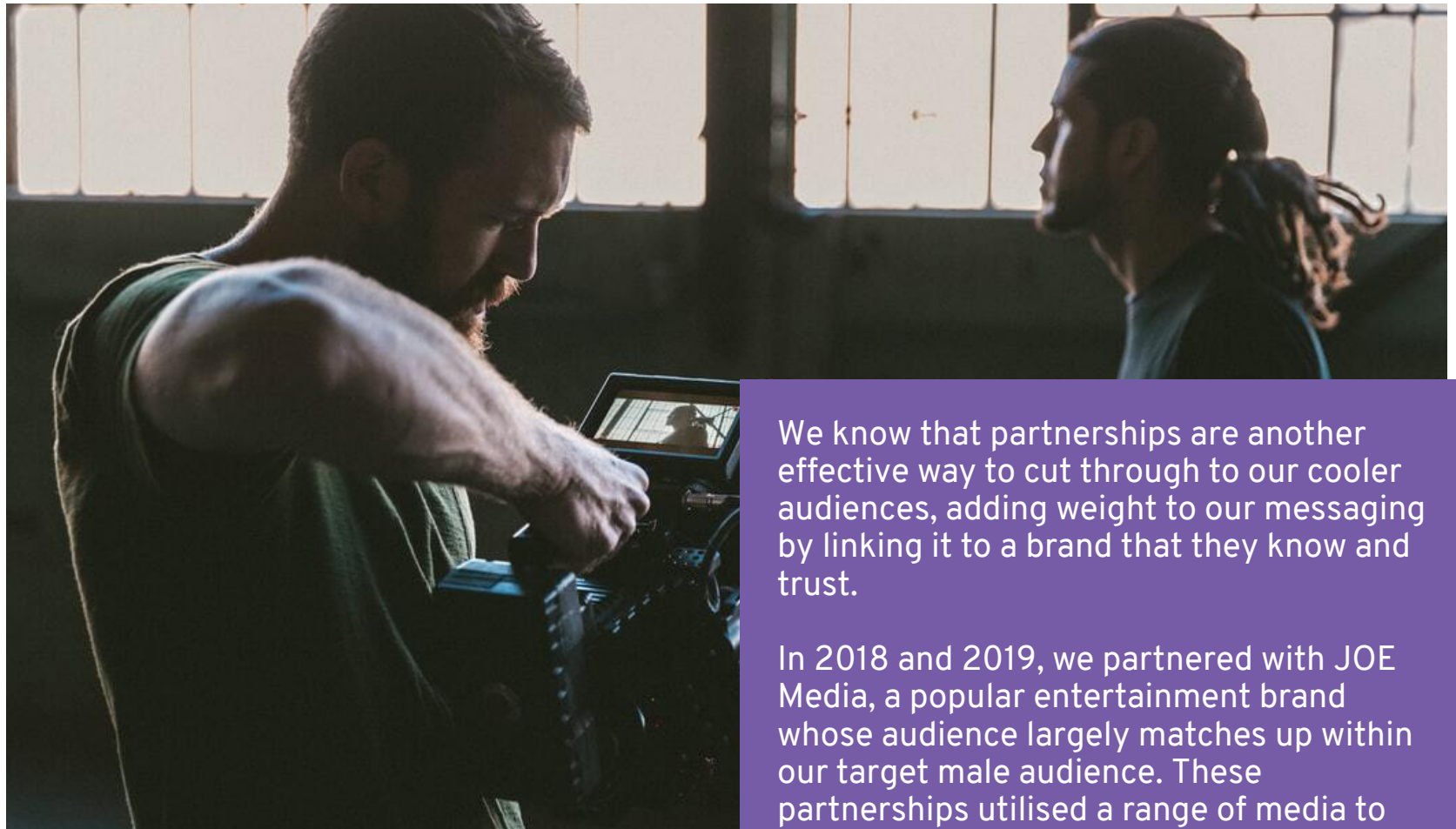
In 2019, social media advertising for our Ask Twice campaign reached over 5 million people, more than double our target reach. We know from our post-campaign analysis that video content is a key driver for behaviour change, which is why we focus our time and resources on this medium.

We boost the reach of our social marketing campaigns through our organic social media channels, PR activity and partnership work. We do this by creating shareable social media content that will appeal to a wide audience including those who are cooler to mental health messages.



In terms of PR, we have found that by sharing real life stories from our media volunteers – people with lived experience of mental health problems – we are able to challenge mental health stigma.

We focus on sharing stories from media volunteers of a similar demographic to our target audience. By doing this we are able to show that mental health problems affect people like them.



We know that partnerships are another effective way to cut through to our cooler audiences, adding weight to our messaging by linking it to a brand that they know and trust.

In 2018 and 2019, we partnered with JOE Media, a popular entertainment brand whose audience largely matches up within our target male audience. These partnerships utilised a range of media to reach over 1.7 million people in 2019.

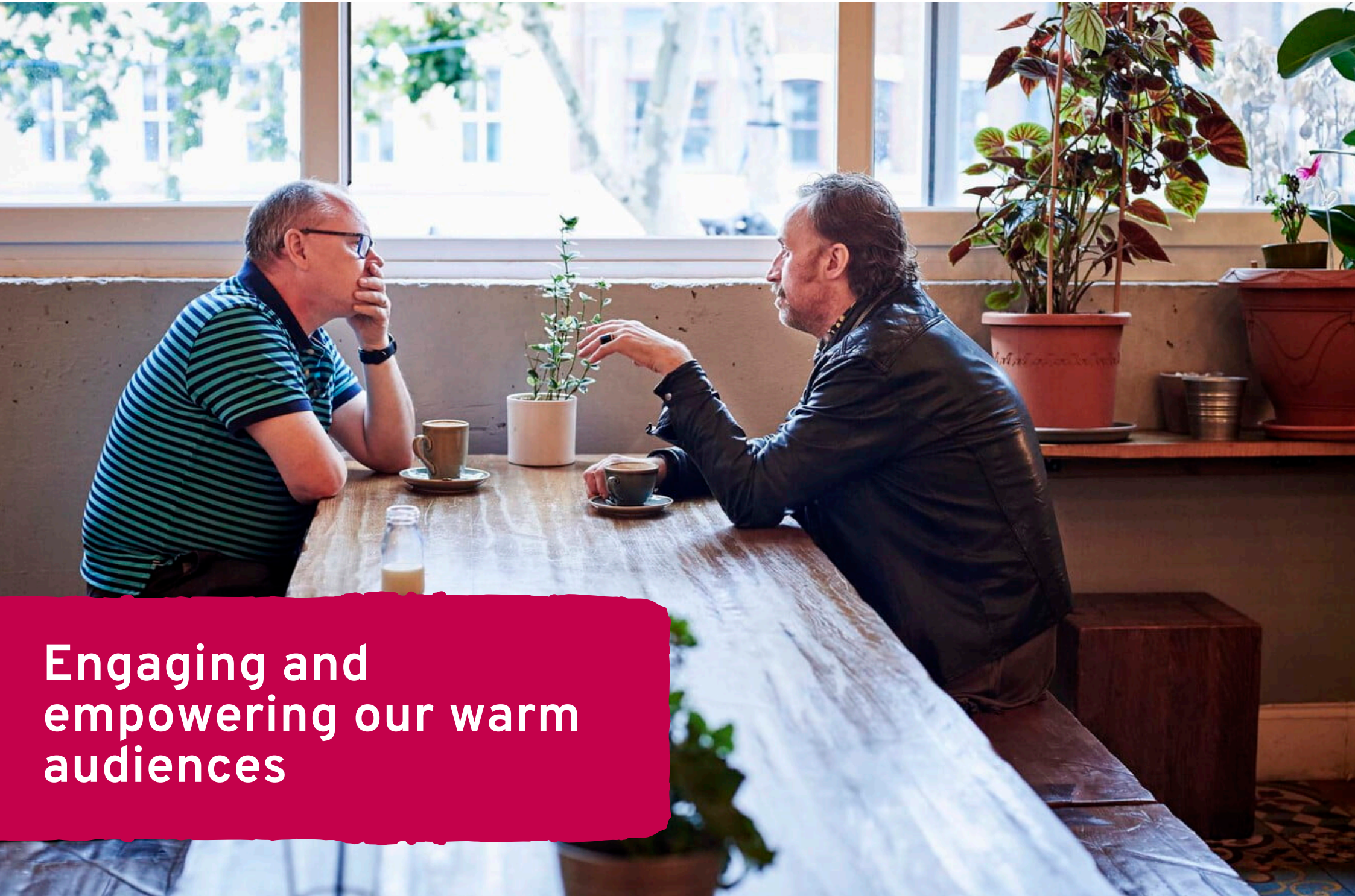
Measure engagement and impact

Evaluation is vital to our campaign and is the first element we address during the design process.

We start by identifying the behaviour we are seeking to change, and work from there to create a campaign that will achieve this. Evaluation also helps us gain insight to improve future work. Our post-campaign analysis shows that our social marketing campaigns are consistently creating tangible behaviour change and moving men along in their journey to open up to mental health.

In 2019, the number of our target group who said they have taken action as a result of the campaign increased to 616,230 (up from 547,540 in 2018). A further 2.27 million people said they were thinking of stepping in to help a friend (up from 2.04m in 2018). At the same time, those saying they are unlikely to step in has continued to erode and is now at just 2%.

Our Ask Twice evaluation in 2018 showed that over half a million of our target audience group had stepped in to help a friend as a result of seeing the campaign – with a further 2 million saying the campaign had made them think about stepping in.



Engaging and
empowering our warm
audiences

At the heart of our 'warm' audience is our growing social movement, made up of thousands of people across England working to raise awareness of mental health problems and challenge stigma in their everyday lives.

Our social movement includes over:

- 1,100 Champions with lived experience of a mental health problem who actively campaign against stigma in their communities
- 7,000 Employee Champions who campaign in their workplaces
- 20,000 people who have signed up to receive our email newsletters
- our combined social media following of over 800,000

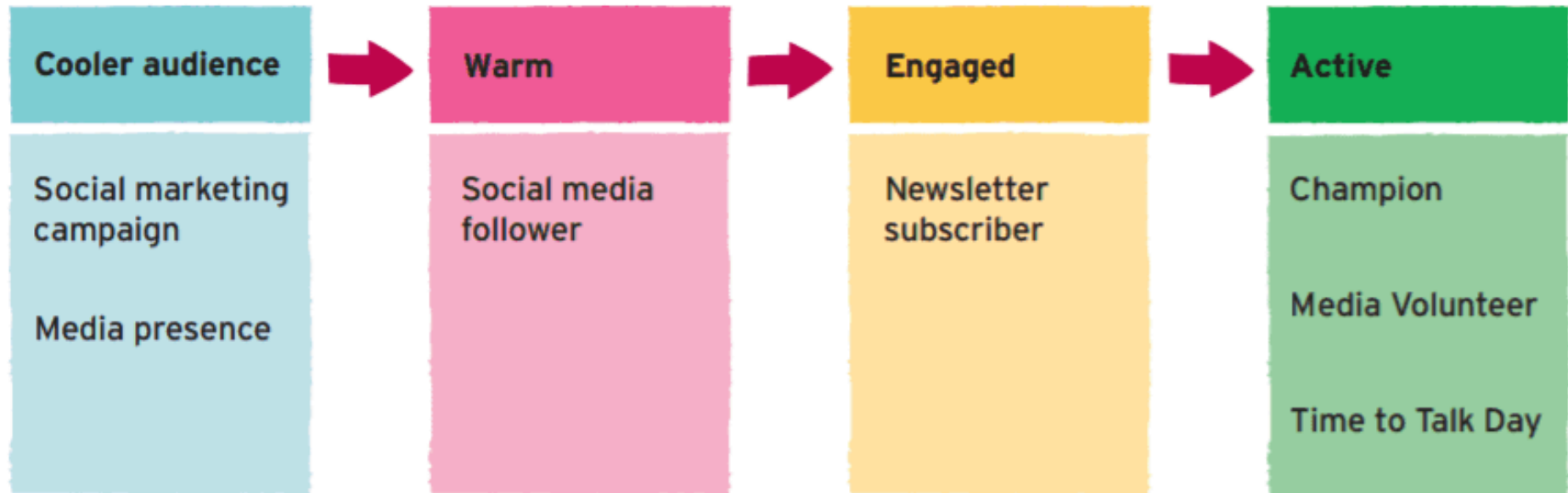


Many of our social movement have close proximity to mental health, whether through their own lived experience or the experiences of those close to them.

We use our communications to galvanise our social movement's support. We know that building their knowledge and understanding helps them to become more open to mental health and, ultimately, to support our campaign.

We do this by creating a simple journey which moves audiences through a series of targeted messages to increase their levels of engagement and activity.

The diagram illustrates this journey highlighting how we build awareness, knowledge and engagement levels through campaigns, media presence, social media content and targeted emails.



The tools we use to increase levels of engagement and create a more active social movement include storytelling and our national awareness day, Time to Talk Day.

Storytelling

We've found that one of the most powerful ways to change attitudes and increase understanding about mental health is to tell a compelling story. With that in mind, we put real people at the heart of our communications.

Sharing real experiences of stigma and discrimination, or about the difference support from loved ones can make, can help change the way people think about mental health problems. These stories can empower them to start their own conversations, or even to speak about their own experiences.

By reaching out to our movement, we support people with lived experience who are keen to share their story, ensuring that they understand what this entails. We provide clear guidelines to support people who want to share their story as a blog on our website and social media channels. Through our annual StoryCamp programme, we inspire and empower more of our supporters to share their stories. In addition, we have recruited and trained more than 100 media volunteers who are happy to share their experiences with trusted media outlets.

Ultimately, our aim is to inspire people to take further action dependent on where they are on their journey.



Time To Talk Day

Time to Talk Day is our annual mass-participation event, where we aim to get the nation talking about mental health.

It provides our social movement with a focal point where they can actively get involved and support the campaign. Their involvement is key to the success of the day, helping us to reach a wider audience by spreading the word and running activities and events in their communities, workplaces and schools. We provide all the tools and resources they need to do this at no cost, with printed packs of resources available to order, as well as downloadable materials available online. This helps our supporters to get involved and removes some potential barriers to participation.

We create customisable resources for download or print. For example, customisable event posters allow our social movement to share the details of their own Time to Talk Day activities. This empowers our supporters by giving them the opportunity to tailor the resources to meet their needs.



Our post-campaign analysis of Time to Talk Day 2020 shows that 2.26 million people between the ages of 16-64 talked about mental health more than usual in the two weeks surrounding Time to Talk Day.

Content from our channels appeared in social media feeds on more than 9.1 million occasions. Our advertising budget is small and this reach illustrates the impact our social movement have.



Case study

Using research to evolve the campaign

In July 2019, we carried out research which showed that despite a general improvement in public attitudes towards mental health, stigma and misunderstanding remain rife around less common diagnoses, such as schizophrenia, psychosis and personality disorders.

To combat this, we developed a new campaign called See the Bigger Picture. The campaign empowers people with lived experience of these conditions to share the reality of their experiences, helping to break down common misconceptions and build understanding.

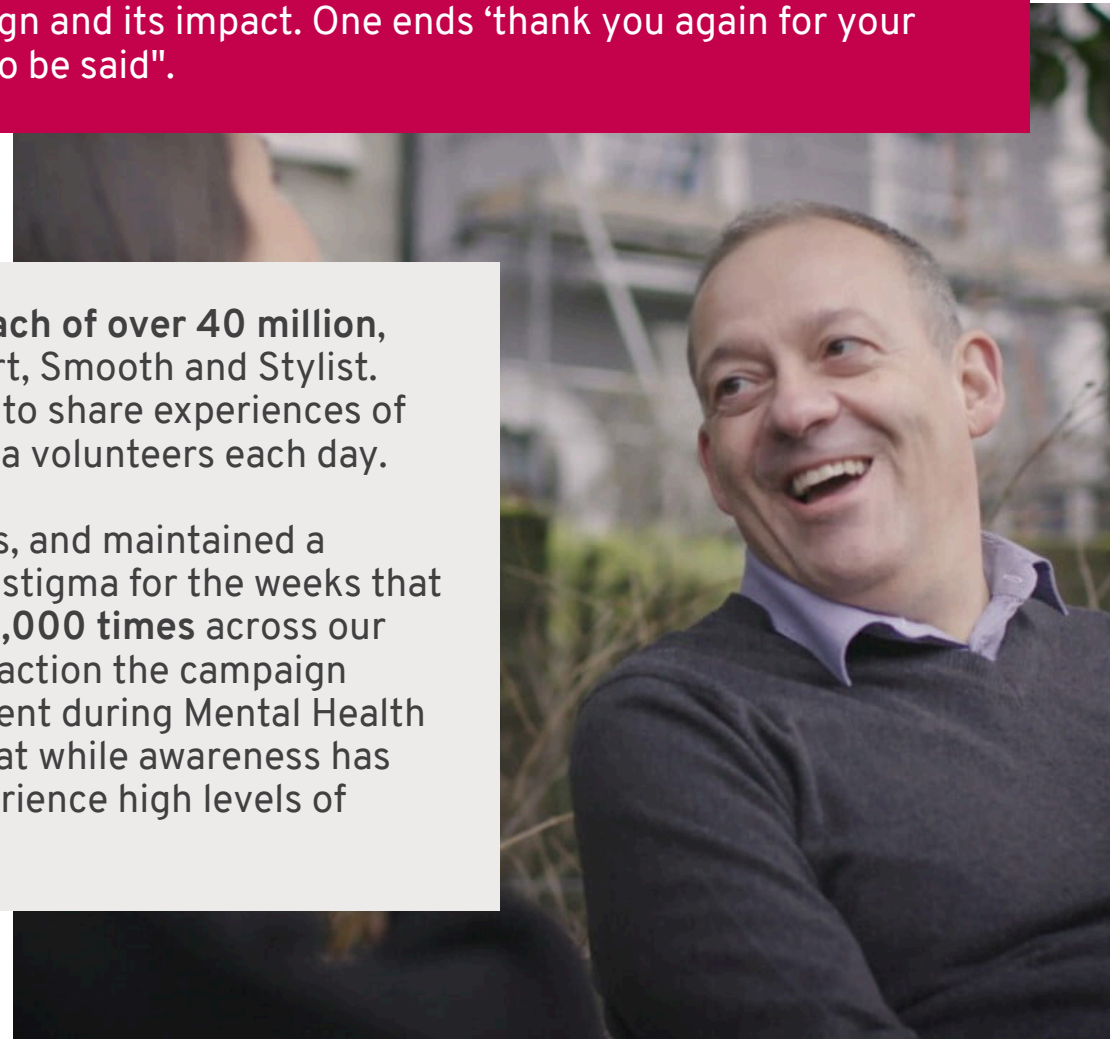


We launched our campaign a few weeks after Time to Talk Day, capitalising on the success of the day. We released new statistics alongside our campaign film, which features three media volunteers sharing common misconceptions about their diagnoses and then revealing what it's really like to experience their mental health problem – allowing the viewer to see the bigger picture. We also published a blog from each media volunteer and three individual films to explore their experiences in more detail.

Jason, one of the three media volunteers who fronted the campaign, said that the comments received on the blogs “showed, more than anything, the importance of this campaign and its impact. One ends ‘thank you again for your post for me your words are priceless’. Nothing more needs to be said”.

The PR launch resulted in **138 pieces of coverage, with a reach of over 40 million**, including on Channel 5 News, the Daily Mail, Talk Radio, Heart, Smooth and Stylist. During the launch week we also partnered with Metro online to share experiences of less common mental health problems from more of our media volunteers each day.

We promoted the campaign across our social media channels, and maintained a sustained focus on those severely affected by mental health stigma for the weeks that followed. **The campaign videos were viewed more than 220,000 times** across our channels in the initial burst of activity. Due to the positive reaction the campaign received from supporters, we renewed our focus on the content during Mental Health Awareness Week 2020, enabling us to address the reality that while awareness has grown, many people with certain diagnoses continue to experience high levels of stigma.





Our top takeaways

Here are our top recommendations if you're looking to deliver a behaviour change campaign:

1. Know your audiences

The more you understand what's important to your key audience, the easier it will be to reach them and to ensure your message resonates. And don't stop learning about your audience, they will change over time especially if your campaign is having an impact.

2. Evaluate and measure your impact

Put aside time and budget to evaluate your campaign's effectiveness. This not only tells you if you have achieved your aims but it will also provide valuable information to help shape and improve future campaigns.

3. Tell a compelling story

Sharing real life experiences is a great way to change attitudes and behaviours. Try to focus on sharing stories from people that are in the same demographic as your target audience so that they feel relevant and relatable.

4. Harness the voice of your supporters

Empower your supporters to champion your campaign. Provide them with the resources and skills to campaign actively and you will extend the reach of your message. They will also add an authentic voice to the campaign.

5. Develop partnerships

Investigate possible partnership opportunities with organisations that have similar values and connect with the people you are trying to reach. You may have to be more flexible with your message but your reach will be extended by a trusted source.

6. Campaigning on a shoestring?

Make sure you focus on defining your target audience and take time getting to know them. This means the budget that you do have will be used on targeting the right people effectively.

Thank you for reading