



Social movement

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Background

- NHS Institute of innovation and improvement programme involving organisations
- Exploration of the principles of social movement and the application of these principles to health care
- Testing out theories
- Production of handbook and case studies to share learning.

What is a social movement?

“Social movements are informal networks, based on shared beliefs and solidarity, which mobilise about issues”

(Della Porta and Diani, 1999)

“Social movements involve collective action by individuals who have voluntarily come together around a common cause, often leading to action.

(Bate, Bevan and Robert 2002)

Characteristics of social movements

- Evidence indicates that movements have the following core characteristics:
 - Energy
 - Mass
 - Passion
 - Commitment
 - Pace and momentum
 - Spread

Characteristics

- Change is about releasing energy – largely self directing and builds from bottom up action
- Tends to be Informal – driven by informal social networks
- People change themselves and each other – Peer to Peer
- Talks about moving people, change comes from the collective action of individuals
- Change can be driven by passion to improve
- People have to have an inner desire to improve things
- There is often a clear cause but there may be uncertainty as to how it will be achieved
- Often opportunistic and spontaneous

Source: NHS institute of innovation and improvement handbook

Examples of social movements

- Civil rights movement in the US
- Environmental movements
- Jamie Oliver – Chickens
- Smoking ban

- Any more?



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Why are people involved in Movements?

Why are people moved or mobilised into action?

- **Rational** – individuals are driven by self interest and make rational assessments of the value or gain to themselves of joining a movement.
- **Emotional** – movement involvement is impelled from a feeling within rather than a response to external stimulus
- **Social and normative** – underlying historical, institutional and cultural conditions affect the decision to join. Social networks play a key role in recruiting, mobilising and retaining participants.
- **Leadership** – individuals may be compelled to join because of a particular leader. Qualities such as charisma, courage intelligence, resilience and vision are important ingredients of a movement (e.g. Martin Luther King, Nelson Mandela)

(Source: Bate, Bevan and Robert 2002)

NHS institute - 5 Principles



- Framing
- Energise and mobilise
- Organise for impact
- Change as a personal mission
- Keep forward momentum

Framing

- Framing is about drawing people to the cause and gaining support (hook)
- This should be done by connecting with individuals ideals, values, needs and aspiration
- Effective frames are positive, optimistic, aligned with the desired action, relevant to target audience.
- A number of strategies can be used – words, stories, slogans, visual images, humour and irony

Source: NHS institute of innovation and improvement handbook

Energise and Mobilise

- Bringing together the people who are supporting the cause
- Moving from bystander to participant.

Engagement ----- Commitment -----Mobilisation

- Preparing people for becoming activists/agents for change
- Draw on peoples passion, energy and personal commitment
- Be prepared to take risks

- Build mass – mass produces energy. Target the right people initially, attract more, use celebrities. (Jamie Oliver, Robbie Williams)

Organise for impact

- Organisation translates the energy into purposeful and effective action
- Behind every social movement is focussed organisation
- Strong leadership is key but distributed at a number of levels e.g. core team, extended team, local organisers.
- Getting the strategy right – what degree does the movement need to be organised, original values and goal, who does the movement work with and/or against?

Principles 4 & 5

Change as a personal mission - individuals in movements adopting the right mindset having the right characteristics, energy, values and optimism in the face of challenge

Keep forward momentum – needs to be considered from the beginning to ensure success and not failure, understand what makes other movements/changes fail and address the failure modes

Next steps in Hull



- Apply social movements theory in some of our public health campaigns - to get people to change behaviours – example attending cancer screening,
- Raising aspirations of our population – work started with young people.



NHS Hull Membership Conference

9th June 2009

The Village Hotel, Hull