



WELCOME BACK

@nhsscotlandevent  #NHSScot19

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Citizen Centric Solutions

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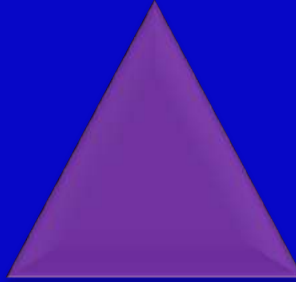




Social Marketing



**Decide which shape
best represents
How you operate at work?**





TED
ideas worth censoring

The image features a large, bold, red 'TED' logo on a black background. Below the logo, the phrase 'ideas worth censoring' is written in a white, sans-serif font. The entire graphic is centered within a blue rectangular frame.



My Thesis (in 45 Mins!)

1. Social, economic, technological and political factors necessitate **more co-creation and co-operation**
2. Influencing behaviour what we know and **how we can support people to change by adding value**
3. Delivering a **citizen focused and systemic** approach to health and social programmes making services more responsive and effective



**If you want
to influence someone
walk in their shoes,
look through their eyes
and hear what they hear**



Professor Jeff French



1.

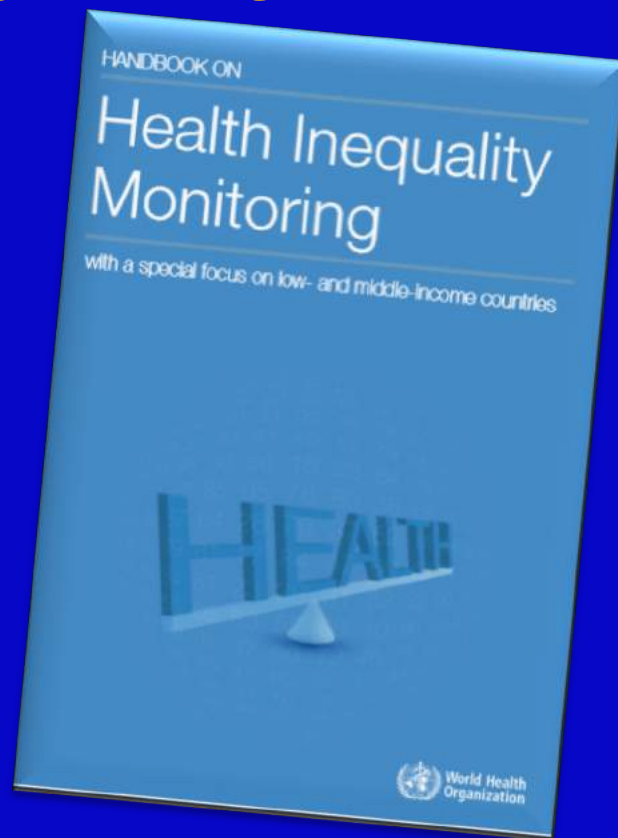
**The opportunity and
necessity to act:**

**Working together to
improve outcomes**

Big complex messy societal challenges



Inequality is Growing





The global tsunami of popular dissatisfaction

- Social division
- Pessimism
- Anger
- Fear



In 2017, 61% of people said they trusted the Scottish Government 'just about always' or 'most of the time' to work in Scotland's best interests. **It was 65% in 2016.**

37% of people trusted the Scottish Government 'only some of the time' or 'almost never'.

Trusted to tell the truth?

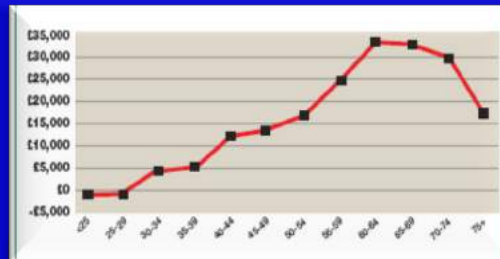


	Tell the truth %	Not tell the truth %	Don't know %
Doctors	92	6	2
Teachers	87	8	5
Professors	79	9	12
Judges	78	14	8
Clergyman/Priests	74	17	8
Scientists	72	16	12
Television News Readers	66	24	10
The Police	65	27	8
The ordinary man/woman in the street	60	27	13
Pollsters	48	32	19
Civil Servants	48	39	12
Trade Union officials	45	40	15
Business Leaders	30	59	11
Government Ministers	24	70	6
Politicians generally	21	73	6
Journalists	19	74	6

Put your hands up generation LX

you are the 'Charmed Generation' Typically,
people born between 1950 and
1970

You want it how you want it





**The People Formerly Known
as the Audience**

Citizens want to be part of the solution

I do not believe you

I do not trust you

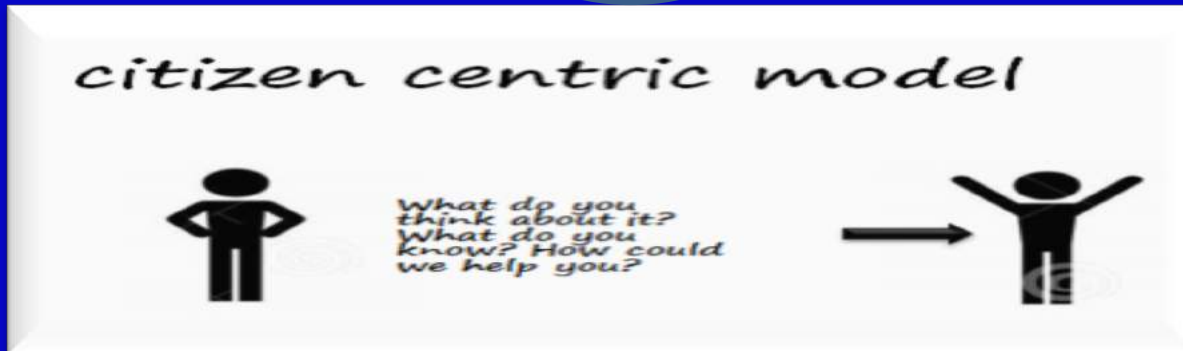
Listen to me

I am in control now



Help me solve the problems

From passive recipients to Active Co-creators



From Passive End Users to Active Co-creators



Failure of Many Social Programmes

1. Short term
2. High cost
3. Little understanding of behaviour
4. Focus on activity not impact
5. Poor co-ordination
6. Poor evaluation





DON'T WORRY

Things can get better

Time to be Rationally Optimistic

Social Progress

Success in social policy has been driven by:

- Expert analysis
- Managerialism
- Political concerns
- Economic concerns
- Ideology
- Evidence
- Science
- Data



Over the last 80 years civic society and personal circumstance has been transformed

Effective Policy Making:

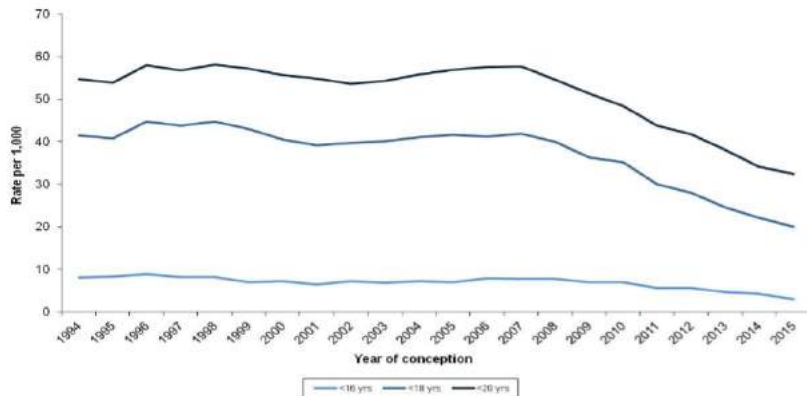


1. Informed by theory, science, evidence and insight
2. Clear objectives
3. Feedback & learning systems
4. Stakeholders involved
5. Sustained strategic planning and tactics

Scottish teenage pregnancies

The strategy: Multiple components including providing high-quality sex and relationships education, youth friendly contraceptive services, and co-ordinated action, at government and local level.

Chart 1: Teenage pregnancy by age group at conception, 1994-2015



Source: NRS birth registrations & Notifications of abortions performed under the Abortion Act 1967.

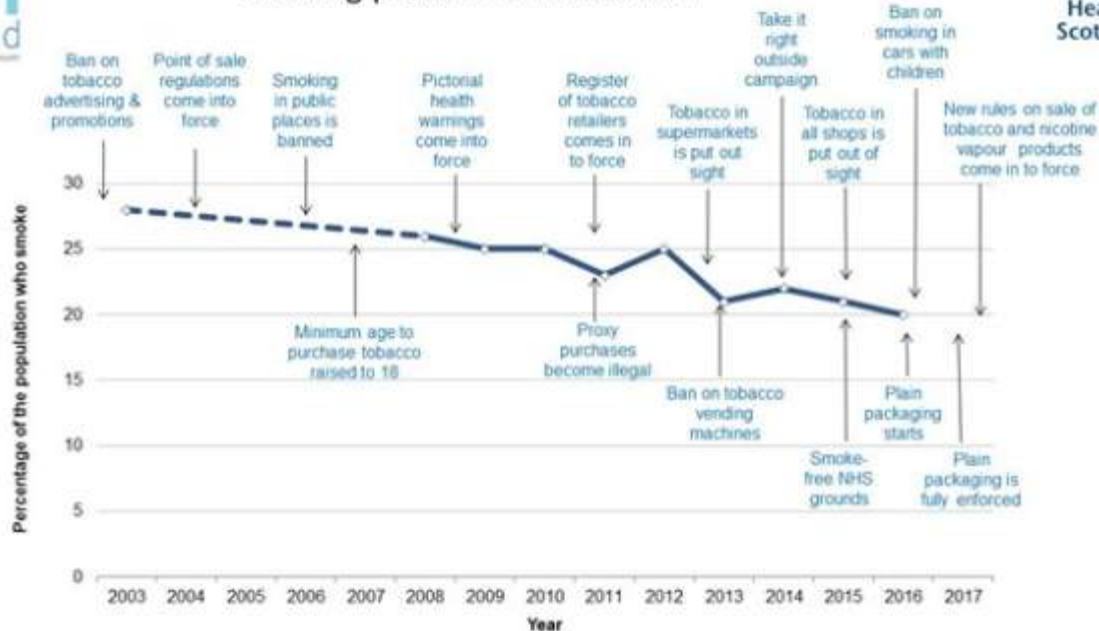


Smoking Rates Scotland

ash
scotland
Leading action on smoking and health

Smoking prevalence in Scotland

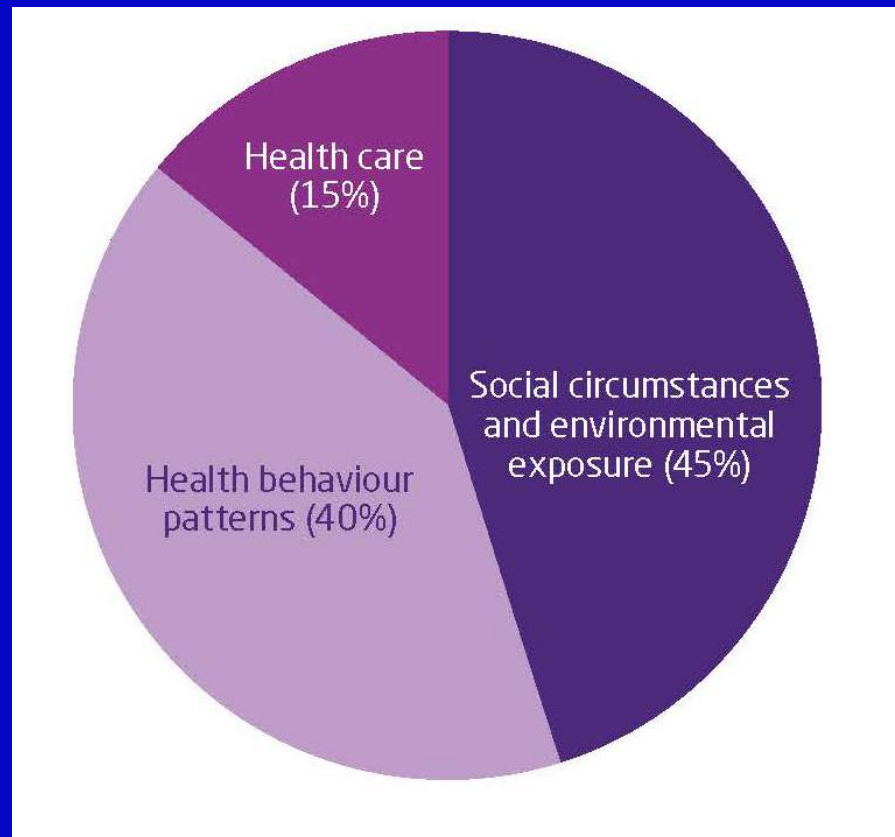
NHS
Health
Scotland



2.

**Influencing and supporting
Citizens & Professional
behavioural adoption of good
practice**

3 Big Impacts on Health



CONVINCING PEOPLE THEY'RE WRONG IS DIFFICULT.

**Giving them the means to do what they're
already doing a little bit better is easier.**

-Killing Giants by Stephen Denny

China

Fine for fat

France

Tax on sugary

Denmark

The first country in



Th SUGAR TAX: Health or Business

5- 20% tax on food and drink
products which contain excessive
levels of salt or sugar.

Norway

Trans-fat Law

Limits of
law and
control
policy

Taxi
driver
avoids a
'Shove'
in
Ankara







Church of
The Cross

DONT LET WORRIES
KILL YOU
LET THE CHURCH
HELP

United Methodist Church



S.P.L.A.T.E.R.

**Some Posters
Leaflets, App's, TV,
Education and
Radio**
(Thanks Alan Tapp and Co)

S.A.P.



Spray And Pray

WHAT % CHANGED THEIR LIFESTYLE AFTER A BYPASS?





Information and education can be powerful:

Upselling/Upsizing – Healthy Eating

Food Standards Scotland/Union¹

Issue:

25% of all food and drink purchased in Scotland is on price promotion – Often food high in fat, salt and sugar

Objective:

More people to 'say no' to upsizing/upselling

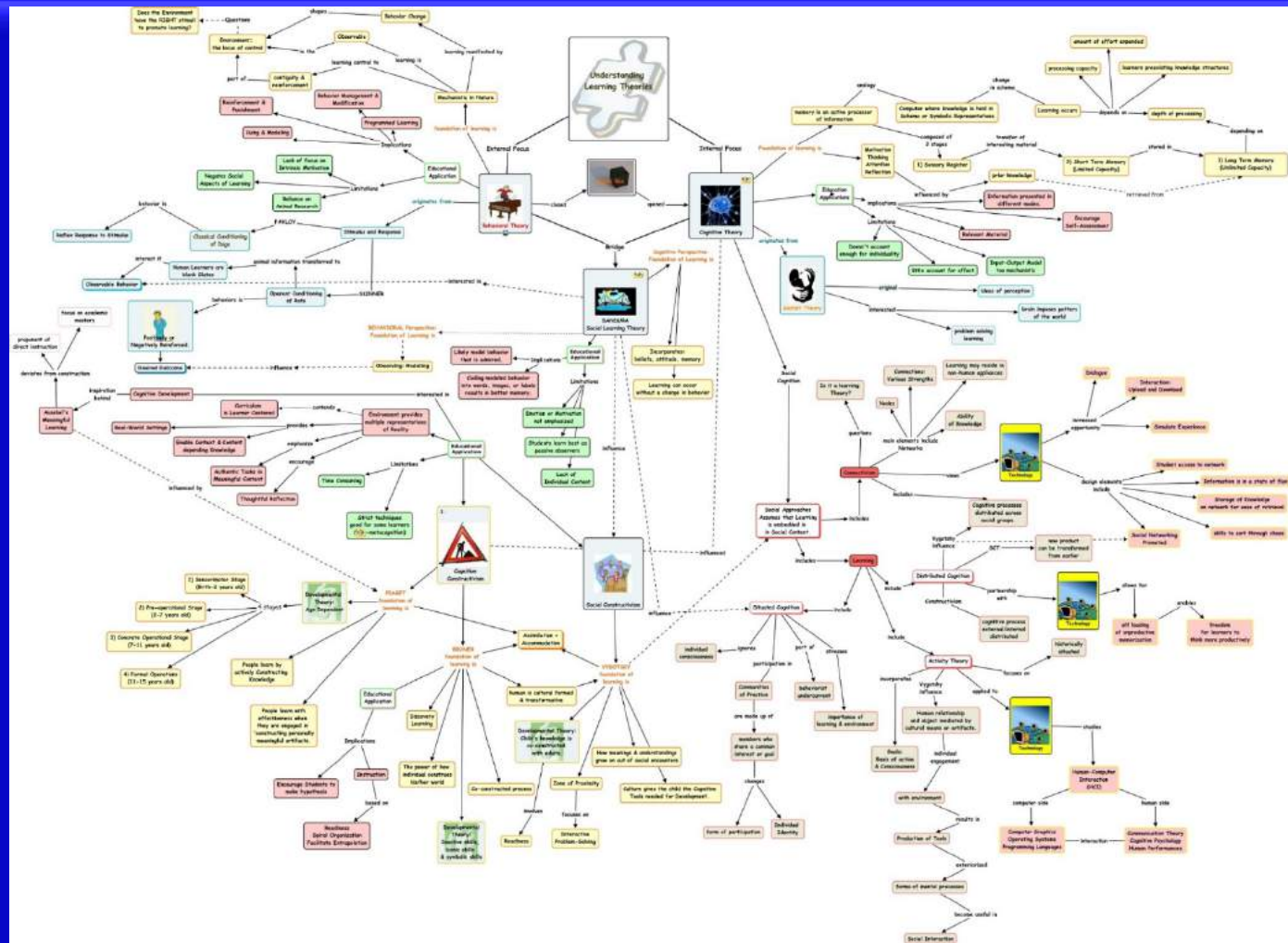
Result:

- Association between upsizing and obesity, was built
- 64% said they would be saying no to upsizing.
- 41% said they had refused offers of upsizing
- 90% of people who saw the campaign say they took action as a result



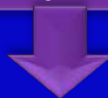
¹ The SMG, Red Tree Research and Jump Research consortium carried out creative testing for this campaign

² KANTAR TNS (2018), FSS 'No to Upsizing' Campaign Evaluation, Presentation of Results
https://www.foodstandards.gov.scot/downloads/FSS_No_to_Upsizing_Healthy_Eating_campaign_Evaluation_-_2018.pdf



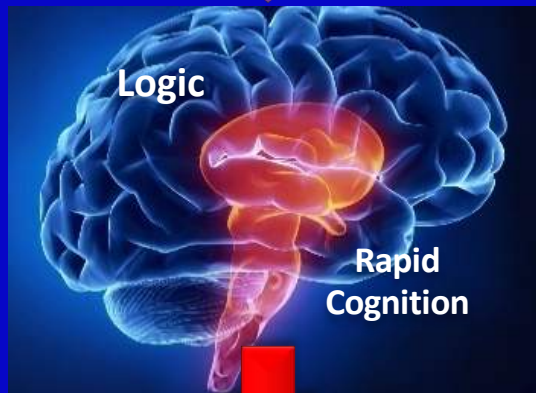
Social and Economic

Wealth / Poverty
Inequality
Tradition / Culture / Religion
Social Cohesion
Social norms / Relationships



Biological

Disease
Infection
Somatic state
Nutrition
Age
Gender
Race
Animal / Plant
Interactions

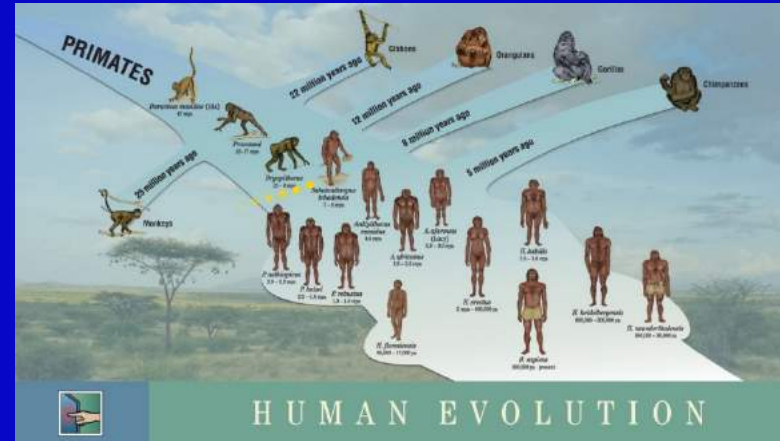


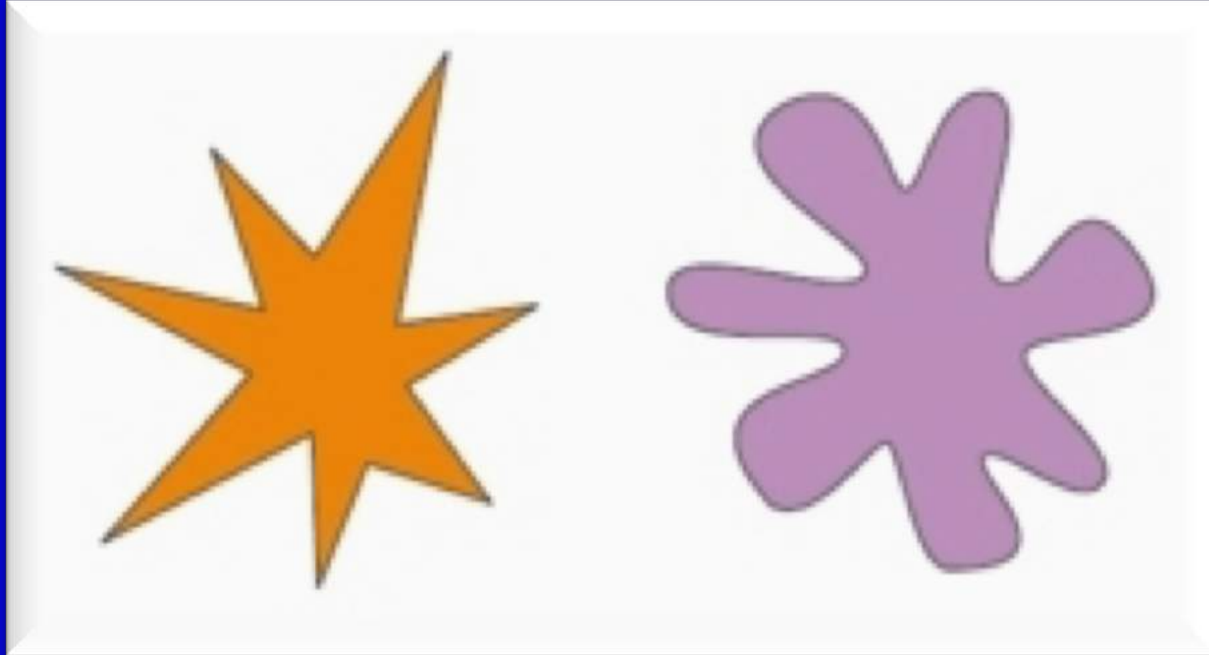
Environment

Built environment
Infrastructure
Geography
Geo events
Weather
Temperature
Air quality
Pollution



Behaviour





KIKI

BOOBA

Thinking Fast and Slow

The 2 systems

1 Automatic / Fast

Uncontrolled

Effortless

Intuitive

Associative

Unconscious

Skilled

Emotional

Hot

2 Reflective / Slow

Controlled

Effortful

Knowledge driven

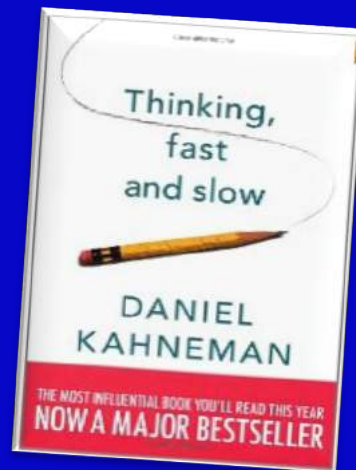
Deductive

Conscious

Rule following

Rational

Cold



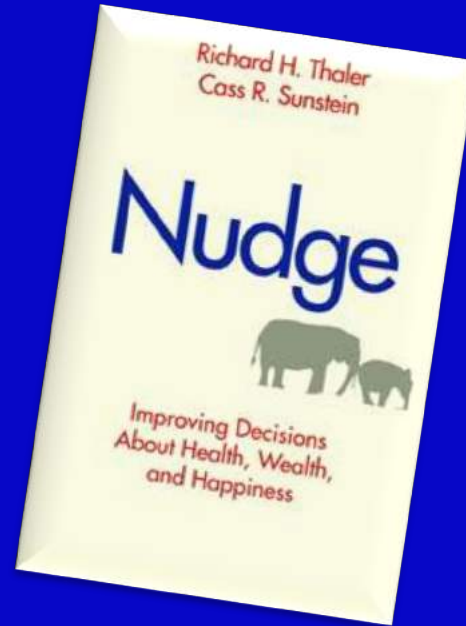
Nudges can be characterised as:

Positive or only
minor penalties

Avoidable

Passive and easy
i.e. require little effort

Low cost
to both the person and to the organisation utilizing them



Rapid cognition and Nudges



1. Rapid Cognition

- 1. Mindless Choosing**
- 2. Status Quo Bias**
- 3. Ego Depletion**
- 4. Decision fatigue**

2. Loss & Gain

- 1. Consistency**
- 2. Temporal discounting**
- 3. Anchoring**

3. Feedback

- 1. Incentives**
- 2. disincentives**

4. Trust

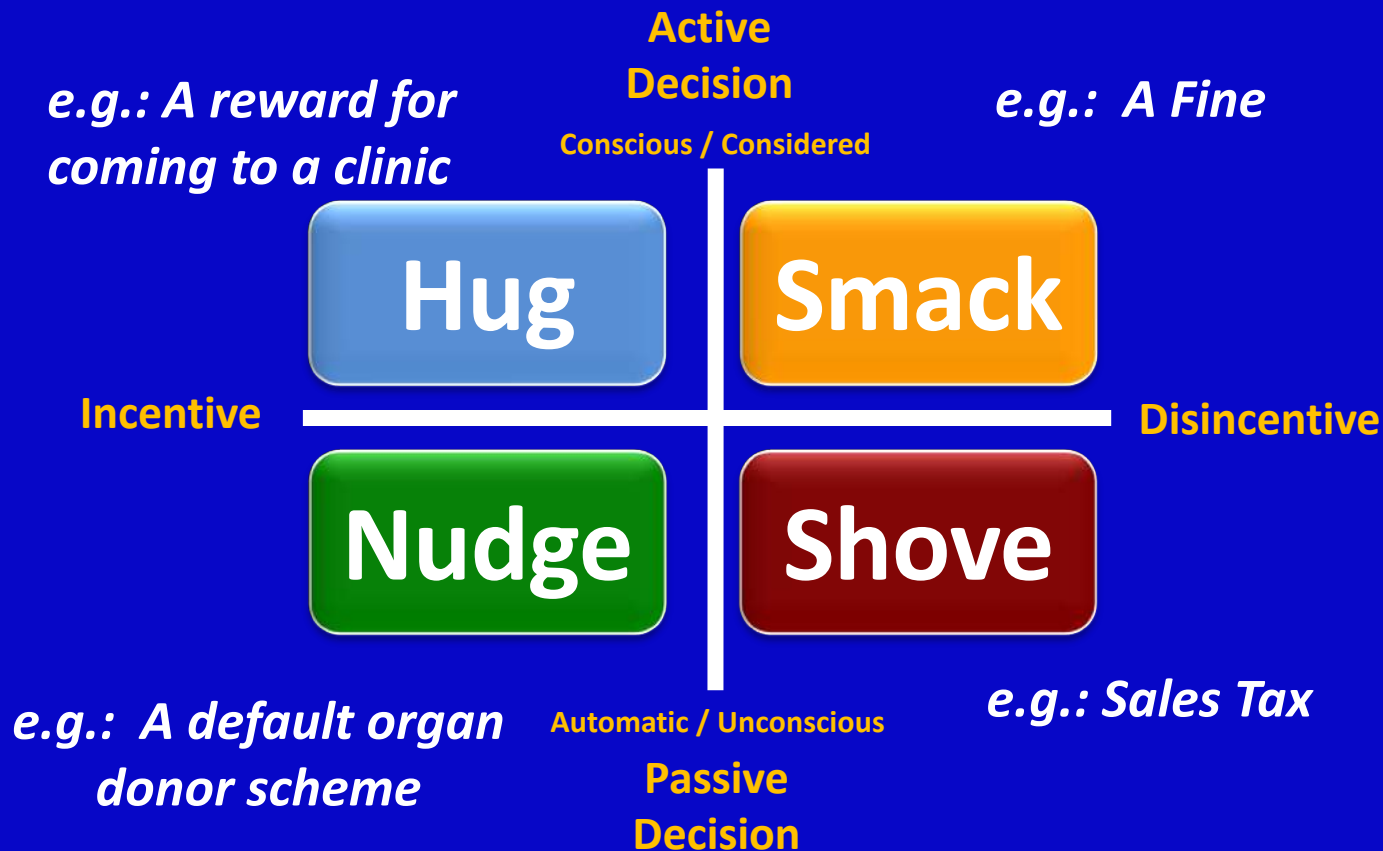
- 1. Authority**
- 2. Liking**

5. Framing

- 1. Computation**
- 2. Salience**
- 3. Priming**
- 4. Low attention processing**

6. Social Norms

- 1. Reciprocity**
- 2. Value attribution**



NUDGE



Design



NUDGE

NUDGE



HUG

<http://www.captive-media.co.uk/>



HUG

Using incentives and gamification, Bella Mossa, Bologna Italy





SHOVE



"Some problems are just too big to be fixed by adjusting the 'choice architecture'.

Not a gentle hand on the elbow, but a muscular kick up the arse"



2017. Andrew Rawnsley is the Observer's award-winning chief political commentator. He is also a critically acclaimed broadcaster and author

SMAC
K

TAX

NEWS

Home UK World Business Politics Tech Science Health Education

Health

Sugar tax and offers ban 'would work'

22 October 2015 | Health | 1274

IMPROVING
SCOTLAND'S
HEALTH



Alcohol Framework 2018: Preventing Harm

next steps on changing our relationship with alcohol

Guidance on the Implementation of Minimum Pricing for Alcohol



For sellers of alcohol and
enforcement authorities in Scotland

April 2018

SMAC
K

Control



SMAC
K



The 5 Types of intervention

Control

Rule Requirements Monitoring Enforcement
Police Regulate Legislat
Treat Screen Incentives Dis-incentivise,

Inform

Communicat Advise Highlight Signal
Make Remind Trigge
aware r

Design

Physical environment Systems, Policy, Service
Technology Products

Educate

Engage Motivate Inspire Critical consciousness
Mobilise Build skills (analytical & practical) Teach

Support

Assist Provide service Care
Advice Advocate NurtureSupport

	Hug	Nudge	Shove	Smack
Control				
Inform				
Design	Insight, Evidence, Data, Theory, Ethics & Feasibility Driven			
Educate				
Support				

3

**Delivering a more citizen
focused and systemic
approach to health and
social programmes**

- [illegible]

The 'Uber generation' have been weaned
in the age of choice and instant response



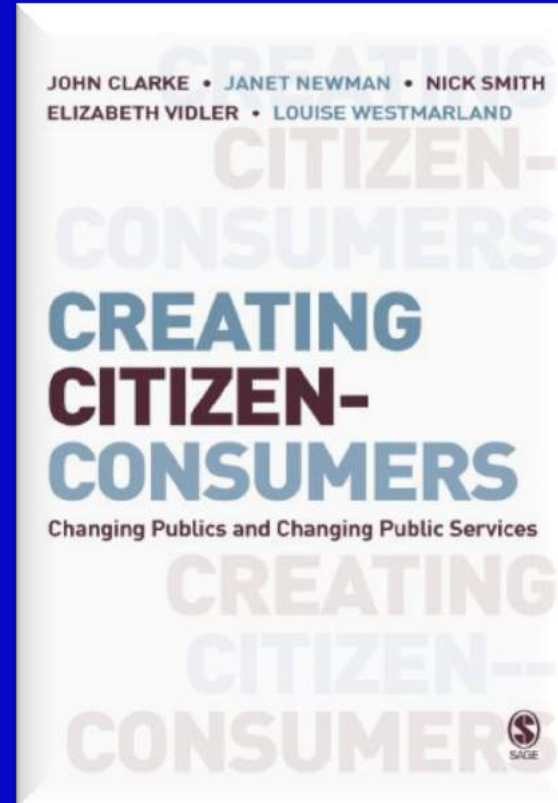
Mass co-creation and
Continuous instant feedback

Consumer Citizen

Clarke et al 2007 growth of the 'Consumer Citizen' one of the key social phenomena of the last fifty years.

As people become
educated and their wealth
increases they experience
more power

Expectation is transferred
into expectations about
how government and
service providers should
behave

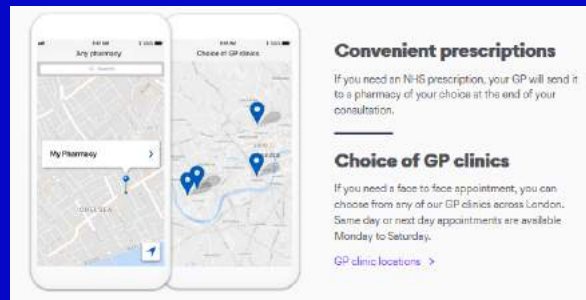


Disruption via Digital

More convenient GP services

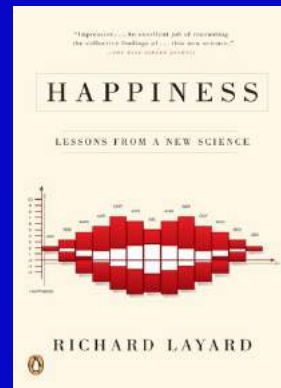
GP at Hand (BY Babylon)

- Via the app NHS GP consultations are free to people in London
- Patients can speak with a GP within 120 minutes
- Prescriptions, tests, F2F follow ups are then actioned
- 2018 AI will replace some GP responses
- Facilitated by change in regulations that allows people to register with any surgery that will take them.



Social programmes based on:

- What people value deeply: trust, respect , security, etc.
- Strategic & Systemic approach
- Sustained evidence based programmes
- Clear achievable goals



A new politics of the common good

**More Scrupulous
Politicians**

+

**More Engaged
Citizens**



MICHAEL SANDEL

The three myths of citizen service experience

- 1. We know what citizens want**
- 2. If we build it they will come**
- 3. Technology is the solution**

Citizens want more control

22 August 2017

People should have more control of social care services

NICE is urging councils in England to help adults have more control over day-to-day tasks like cooking and cleaning.



[Share](#)

“

Social care is personal, it is about helping people live their life as they want.

Professor Mark Baker, director of the NICE centre for guidelines

”

“

If services are not delivered well, our lives become difficult at best and worthless at worst. This guideline sets out what good social care should be.

Alice Maynard, NICE guideline chair

”

CHOICE & VOICE

ECONOMIC CHOICE

e.g. vouchers for
education

**NON-ECONOMIC
CHOICE** e.g. choice of
service provider

VOICE e.g. input into
policy development



**Engage citizens in
the co-production of
digitally enabled
solutions** so that it's
their service

**Develop a strategic
approach** to digital
engagement before
engaging



THINK:

1. Value Creation
2. Co-Production and Relationships
3. Systems Effects and Solutions

THINK:



create
VALUE

Value through Segmentation:

One size does not fit all



Demographics

male

born 1948

British

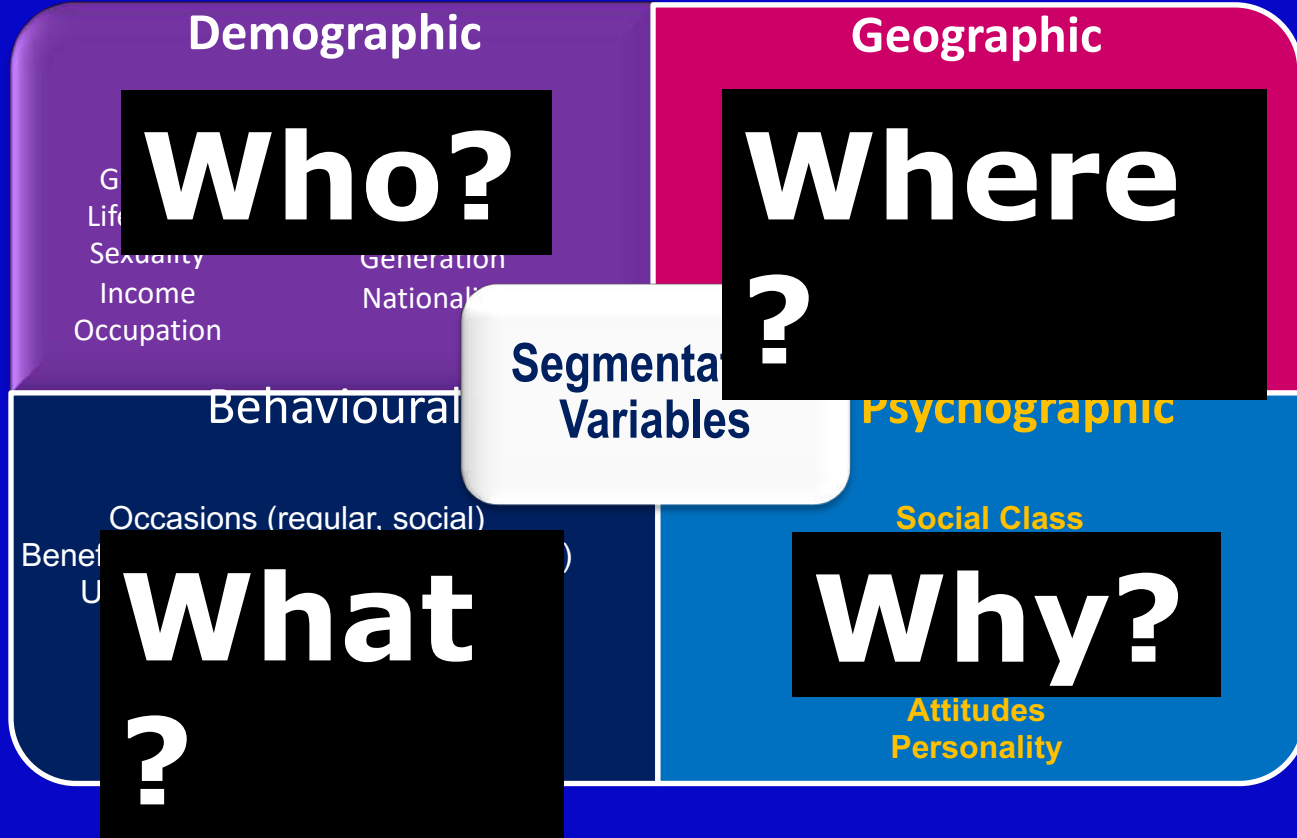
2nd marriage

affluent

**well known
family**



Segmentation Variables



Denis Pereira Gray of St Leonard's Medical Practice and colleagues at the University of Exeter, UK analysed the results of 22 studies from nine countries

Those with a high level of continuity, the death rate was half as high as those with low continuity.

The benefits of continuity were not limited to family doctors or GPs, but applied to specialist physicians, psychiatrists and surgeons too.



DAILY NEWS 29 June 2018

People who keep seeing the same doctor have lower death rates




Nice to see you again, doc
Photo: Images/Getty

By Sam Wong

Seeing the same doctor doesn't just give you the comfort of a familiar face – it might save your life.

Denis Pereira Gray of St Leonard's Medical Practice and colleagues at the University of Exeter, UK analysed the

https://www.newscientist.com/article/2172917-people-who-keep-seeing-the-same-doctor-have-lower-death-rates/?campaign_id=RSS%7CNSNS

[Our Services](#)[Going To Hospital](#)[Working With Us](#)

Home >> [Our Services A-Z](#) >> [NHST Community Child Young People and Families](#) >> [Useful Links](#)

Give It Up for Baby

Are you pregnant? Do you smoke? If you could give up, you know that you and your baby would get a better start. We can help you and give you a hand with buying your food and groceries up to £50 per month at your local participating supermarket. For more information please contact:

Support Worker: [07766 424 472](tel:07766424472)
Tayside Smoke Free Services: [0845 600 9996](tel:08456009996)
Text: SMOKE and your name to 84555
[Facebook.com/nhstaysidesmokefree](https://www.facebook.com/nhstaysidesmokefree)



Value Destruction

Many 18-35 olds with Type 1 Diabetes often miss annual health checks. Unsurprising given the 'value barriers'

Value is destroyed by

Waiting rooms that smell bad

No free Wi-Fi

No privacy

Long waits

Etc;



THINK:

Co-production and Relationships

Co-design
Co-delivery
Co-production
Co-appraisal
Co-development
Co-testing
Co-implementation
Co-review
Co-evaluation
Co-dissemination
Co-value creation

Viral marketing

Permission Marketing

Relationship Marketing



Building Relationships

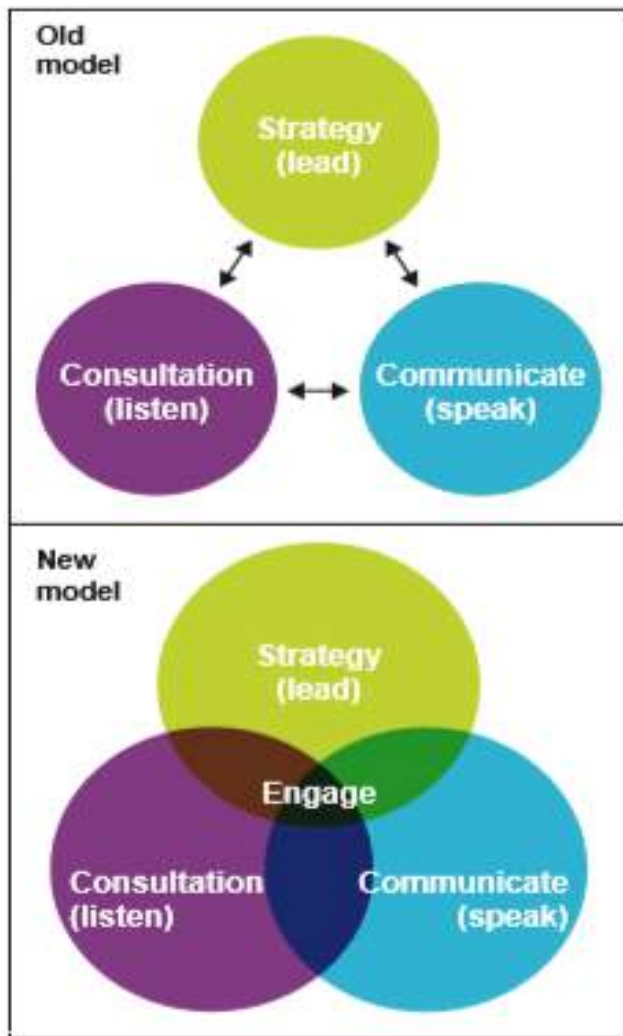


Creating Social Value and Relationships



From Transaction to Relationship

Transactional	Relational
Orientation to a single social behaviour	Orientation to ongoing citizen influence
Discontinuous citizen contact	Continuous citizen contact
Focus on service features	Focus on citizen perceived value
Short time scale	Long time scale
Low emphasis on service quality	High focus on service quality
Limited commitment to meeting citizen expectations	High emphasis on meeting and exceeding citizen expectations
Quality a concern of service staff	Quality the concern of all staff
Marketing the responsibility of Social Marketing staff	Marketing the responsibility of all staff



The need for ongoing proactive engagement and dialogue



Participatory Service Design



Experience is overtaking product and price as the most important factor in influencing behaviour

**Around 5,000 people attend
major A&E units more than 20
times each year**



- **Reducing frequent flyers**

- Rhian Monteith asked local NHS managers in Blackpool for the names of the area's most frequently seen patients, and got a list of 23 people,
- Ms Monteith tried to give them a sense of "social inclusion and purpose", mentoring them on the phone or over coffee. Often they talked of their social needs, rather than medical symptoms and she arranged community activities, Were taught coping mechanisms.
- **All given Ms Monteith's phone number and encouraged to call her instead of the emergency services.**
- **Within months, A&E attendances, 999 calls and hospital admissions all dropped by about 90% .**
- The model was extended to about 300 patients in Blackpool over the following three years, saving the NHS over £2m. In 2017 it was rolled out by 36 of England's 195 regional NHS commissioning groups.
- <https://www.telegraph.co.uk/news/2018/05/20/nhs-divert-frequent-flyers-ae-coffee-counselling1/>



**Rhian
Monteith,** then a
paramedic in Blackpool,



The image shows a screenshot of an Eventbrite event page. On the left, the NHS Health Scotland logo is displayed. In the center is a circular logo for the People's Health Movement Scotland, featuring a map of Scotland and silhouettes of people. To the right of the logo, the text 'People's Health Movement Scotland' is written. Further right, the event title 'Citizens Hearing' is shown, followed by 'by NHS Health Scotland'. The date 'MAR 21' is at the top right, and the price 'Free' is at the bottom right. A green 'Register' button is at the bottom right. A heart icon is at the bottom left.

NHS
Health Scotland

People's Health Movement Scotland

Citizens Hearing
by NHS Health Scotland

MAR 21

Free

Register

- A panel from Scotland's public sector and academia will hear evidence on progress and barriers in addressing social determinants of mental health rights, with powerful testimonies presented using a range of visual, oral and interactive media. Chaired by Judith Robertson, Chair of the Scottish Human Rights Commission

Co-Creation:

Falls prevention digital product (by SMG)

Issue

Reduce the risk of falls at home among at risk 65+

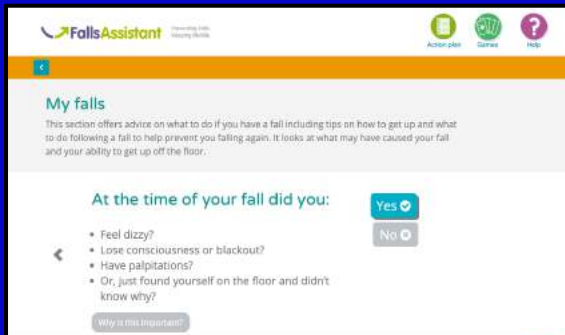
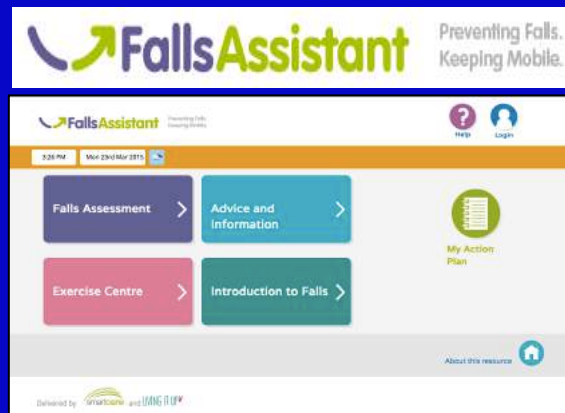
Objective:

Using a collaborative co-design build a digital application to enable older people and carers to:

- Assess falls risk
- Encourage uptake of the app
- Change behaviours

Results

- After first year the new app was being used by 300-400 users per month
- Feedback has highlighted good examples of people making risk-reducing changes as a result of using the app



THINK:

**Systems effects and
solutions**

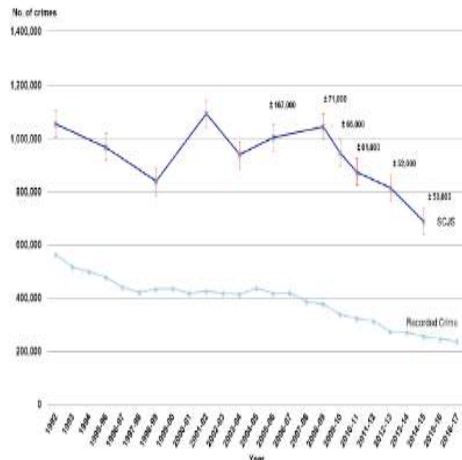
Our Competition is often economic, cultural and environmental



We need more holistic ways of understanding
challenges and new systems for crafting solutions

5. Putting recorded crime in context – A comparison with the Scottish Crime and Justice Survey (SCJS)

Chart 19: Overall number of crimes in Scotland - Police Recorded Crime and the SCJS, 1992 to 2016-17



OVERVIEW

STRATEGIC CO-ORDINATION

Supporting the development of a co-ordinated approach to the delivery of local NKBL initiatives.

CAPACITY BUILDING

Supporting the capacity of services and practitioners to work innovatively with young people utilising a youth work approach, to develop and deliver knife crime prevention messages and activity.

SUPPORTING THE INVOLVEMENT OF YOUNG PEOPLE

Supporting the involvement of young people in the development and delivery of local approaches to knife crime and prevention.

SOCIAL MARKETING

Communicating information about the risks and consequences of knife carrying to young people through advertising, digital marketing, events and social media.

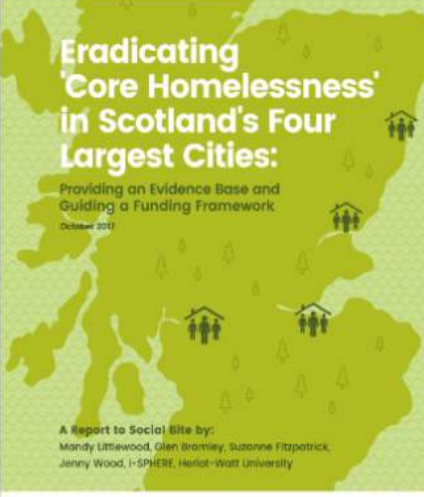
Social Bite :

Multi component homelessness reduction programme

<p>We run Social Enterprise Cafe's throughout Scotland</p> 	<p>We distribute 100,000 items of food and hot drinks to homeless people every year</p>	 <p>1 in 4 of our staff have struggled with homelessness</p>
<p>We own a high end restaurant that feeds homeless people as well as diners</p> 	 <p>We build villages for homeless people to get back on their feet</p>	<p>We run a "Pay it Forward" system where customers can buy food in advance of homeless people</p> 
 <p>We feed and give presents to homeless people at Christmas</p>	<p>We created the World's largest ever Sleep Out to raise money and awareness for homelessness</p> 	<p>We fund a nationwide "Housing First" program aimed at getting hundreds of people off the streets and into homes of their own</p>

Eradicating 'Core Homelessness' in Scotland's Four Largest Cities:

Providing an Evidence Base and Guiding a Funding Framework
October 2017



A Report to Social Bite by:
Mandy Littlewood, Glen Bramley, Suzanne Fitzpatrick,
Jenny Wood, I-SPHERE, Heriot-Watt University

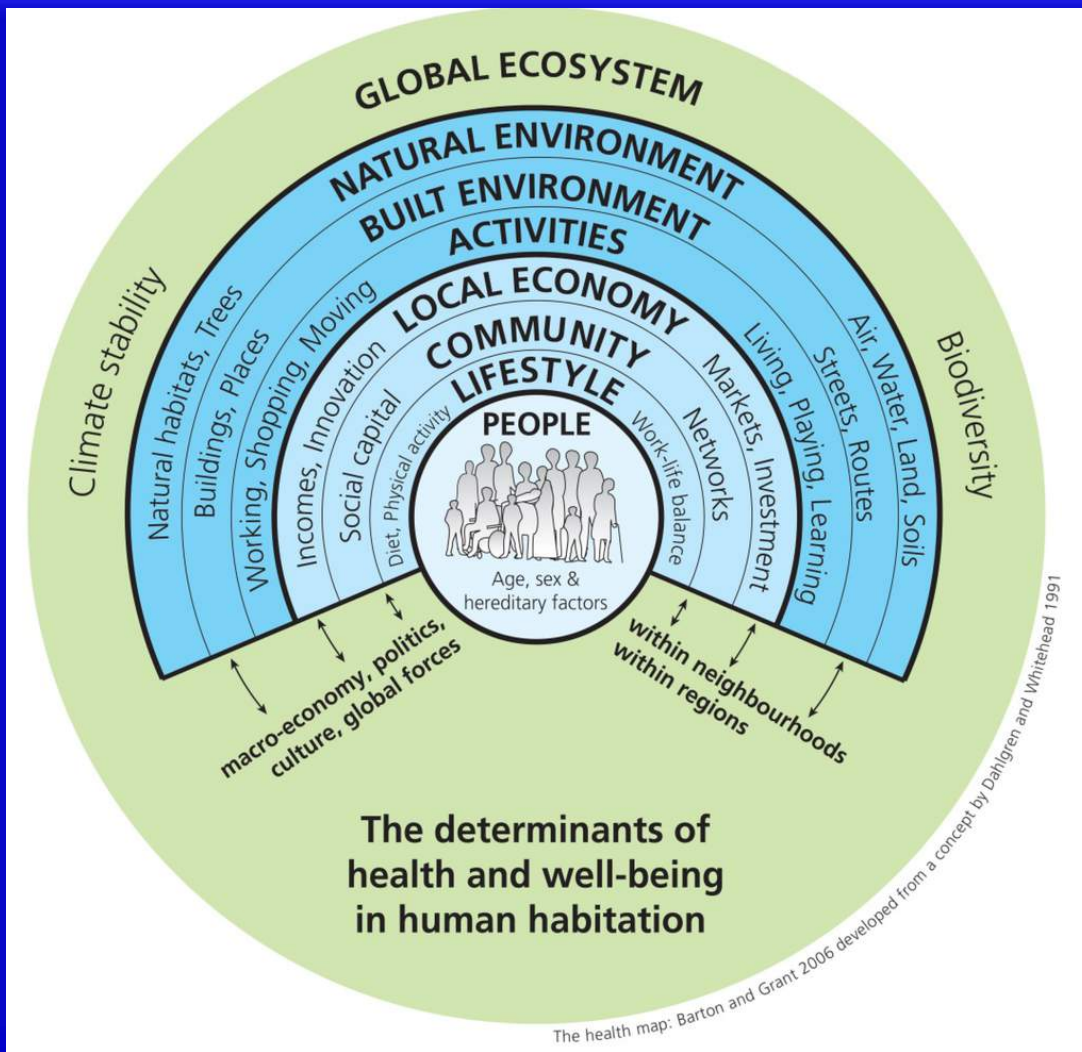
HERIOT-WATT UNIVERSITY

SOCIAL BITE

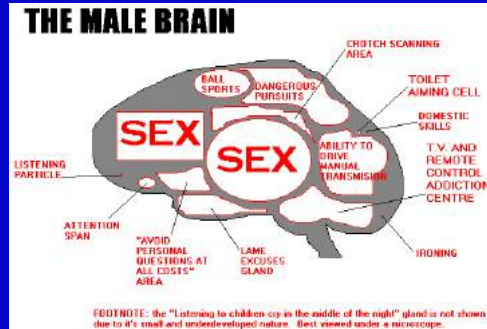
I-SPHERE

A needs-based social marketing approach for parents in Scotland.





I can see that look!





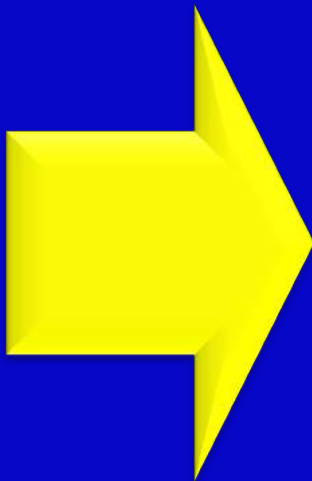
THERE WILL BE
NO MIRACLES
HERE

SUMMARY

The new Civic Relationship

Professional led
Selling / telling
Awareness
Adult – Child
One-off / transitory
Deficit
Operational focus
Whole population
Control
Central command
Compartmentalise

Tell Sell and Control



Consumer led
Marketing / relationships
Behaviour
Adult - Adult
Sustained
Asset
Strategic focus
Segmented audiences
Empower
Networked leadership
Whole system

Social Value Creation

Citizen Centric
+
Systemic
Analysis
+
Systematic multi
component
programmes



	Hug	Nudge	Shove	Smack
Control				
Information				
Design	<p>Insight, Evidence, Data, Theory, Ethics & Feasibility Driven</p>			
Educate				
Support				

Citizen Centric Delivery

Track progress, build relationships and learn

- Use data & insight to review programmes
- Embed satisfaction feedback into reviews
- Establish mechanisms for conflict resolution

Use citizen Insight to set and deliver objectives

- Set SMART objectives
- Use data & insight to review programmes
- Embed satisfaction feedback into reviews
- Establish mechanisms for conflict resolution

Build delivery around citizens

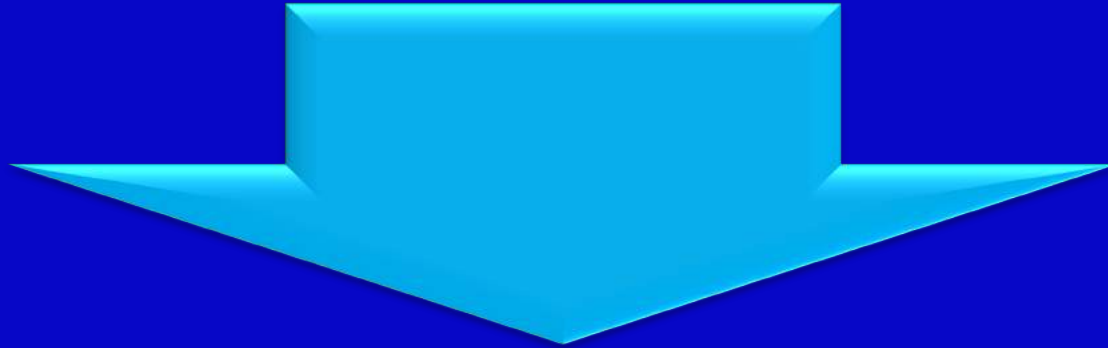
- Citizen values /needs drive policy selection
- Integrate touchpoint intelligence and service delivery coordination
- Manage communication and engagement
- Manage brand/s

Understand citizens

- Build citizen insight and data
- Develop segmentation strategy
- Establish mechanisms for 'citizen voice'
- Agree power distributions

The need to move from:

**Expert Defined Model
of Social Problems and
Solution Generation**



Value to Citizen Model

Innovation in Government OECD 2017

<http://www.oecd.org/gov/innovative-government/embracing-innovation-in-government.pdf>

1. **Harnessing the power of citizens' ideas and the people behind them**
2. **Building open, transparent and trust-based relationships with citizens**
3. **Enable connections and coordinated action across and beyond government**
4. **Systemic use of data, and evidence to inform programme delivery and evaluation**



We need creative flair and risk taking but.....



Experiment and track impact

Help citizens demand



**Focus on
understanding the
people we are
trying to help**

**More investment
in insight,
behavioural and
programme
evaluation**



**A deeply respectful, democratic
and empowering way to work**



Many Thanks

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Thank You!

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