

Step Five

Set Communication Objectives (p.29wkbk)

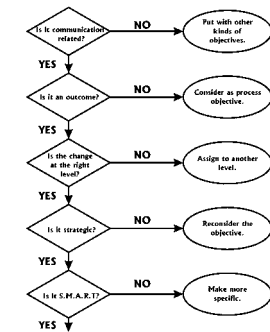
1

A Good Objective Is:

- Communication-related.
- Outcome, rather than process-oriented.
- Aligned with a change process and the right level.
- Strategic.
- SMART

2

Objective Decision Tree



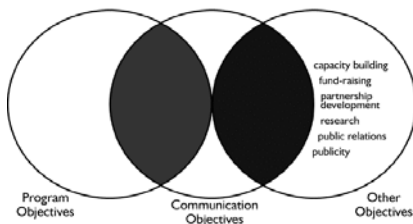
Congratulations you have a good communication objective!

Communication-Related

- Relates to an important program objective, which is appropriately addressed by communication.
- Describes an outcome which is realistic for communication, and for which you will be held accountable.

4

After you have established clear, measurable, health promotion objectives, you can decide which of those objectives may be met (or partially met) through health communication efforts.



Outcome-Oriented

- Describes a change (e.g use words like increase, decrease) rather than an action step.
- Identifies a specific audience (target group).
- Is a significant change, worthy of being an objective, which requires selection of vehicles and channels and careful sequencing, rather than simply being an action step. Example: distributing information does not describe a significant change.

6

Creating Change

- Find a partner and stand facing each other.
- Closely observe your partner.
- Turning your backs to each other, change 3 things about your appearance.
- In turn, try to identify the 3 things that changed.
- Talk amongst yourselves!

7

Some Lessons About Change

- Different ways to initiate change.
- Some changes are harder to measure.
- Often not permanent; rather fleeting
- Small changes can lead to big changes.

8

Objectives

- Outcome: "Are we doing the right things?"
 - changes in individuals
 - changes in the environment
 - changes in organizational or society practices/policies
- Process: "Are we doing things right?"

9

Aligned with the change process and the right level

- Is located with the right level of change (hint: be guided by the ultimate change it addresses, not necessarily by the audience). Example:
 - If it addresses personal change, it affects individuals.
 - If it addresses social influence, it works on informal social networks.
 - If it addresses policies and procedures, it guides organizations.
 - If it addresses laws and regulations, it influences governments of communities/societies of varying size.

10

Strategic

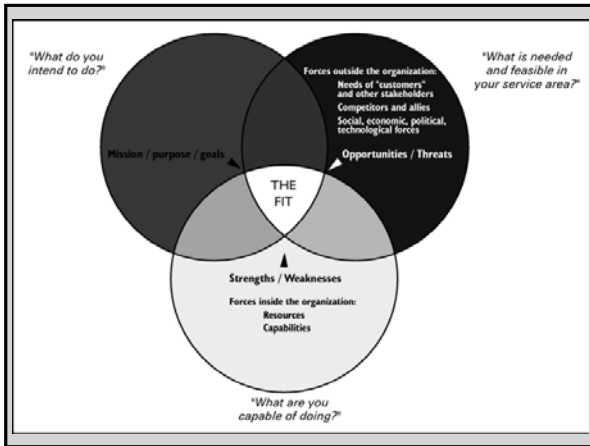
- Is a strategic priority (I.e. a good fit between needs, capacities and your mandate).

11

Selecting STRATEGIC communication objectives

1. Create or look up a program logic model.
2. Assess.
 - Colour areas of greatest public need and interest - blue
 - Colour areas most related to your strengths - yellow
 - Colour areas most related to your mandate (unique niche?) - red?
3. Pick priorities accordingly.

12



THE HEALTH COMMUNICATION UNIT
T H
C U

SMART

- Is a SMART objective (specific, measurable, attainable, realistic, time-limited).

14

THE HEALTH COMMUNICATION UNIT
T H
C U

Examples of awareness objectives for mass media

- Create recognition of a topic or practice.
- Convey the impression that the health problem is important.
- Impart simple forms of new information about a topic.
- Trigger activation among favorably predisposed audiences.
- Foster compliance with interpersonal influences or environmental forces.
- Stimulate interpersonal communication in informal networks.
- Encourage further information-seeking.
- Sensitize individuals to subsequently encountered messages.

Atkin, C. 2001. Impact of Public Service Advertising: Research Evidence and Effective Strategies. Project conducted for Kaiser Family Foundation.

15

THE HEALTH COMMUNICATION UNIT
T H
C U

Communication Objectives Worksheet (p. 89)

Health Promotion Goal:	
Health Promotion Objectives	Communication Objectives
<i>Individual</i>	
<i>Network</i>	
<i>Organization</i>	
<i>Community/Society</i>	

16

THE HEALTH COMMUNICATION UNIT
T H
C U

Step 5: Objectives - Tips

- ✓ Consider all four levels when setting objectives.
- ✓ Trace backwards from the changes you seek, to identify the determinants of those changes and create models of influence via attitudes, beliefs, knowledge, social influences and the environment. This will ensure that your communication objectives are aligned with your health promotion objectives.
- ✓ Then figure out which pathway can be influenced by a communication campaign.
- ✓ Limit yourself to 2-3 objectives per level.
- ✓ Describe a change, rather than an action step.
- ✓ Ensure objectives are SMART (specific, measurable, attainable, realistic, time-limited).
- ✓ Ensure objectives are a strategic priority (I.e. a good fit between needs, capacities and your mandate).

17

THE HEALTH COMMUNICATION UNIT
T H
C U

Supplement

Additional Information on Setting Good Communication Objectives

18

Setting Realistic Objectives: Tips



1. Focus on mediating variables.
2. Expect better results with pre-disposed audiences.
3. Expect better results when trying to reinforce, rather than change behaviour
4. Behaviour change is always difficult to accomplish through a comprehensive campaign.
5. Success of behaviour change campaigns can depend on the type of behaviour you are trying to change.
6. Behaviours are even harder to change with mass media alone.
7. If you are setting mass media objectives, understand what objectives are realistic.

19

1. Focus on mediating variables



- The communication objectives of a campaign should focus on altering the mediating variables (including knowledge, beliefs, and behaviours of others) that impact on the behaviour you ultimately want to change.
- For example, the U.S. campaign designed to decrease drug use in youth focuses on areas such as:
 - youth knowledge about what drug money supports;
 - Youth beliefs about social, physical and economic consequences of use; and
 - Parenting strategies.

▪ www.mediacampaign.org/publications/strat_statement/basis.html

20

2. Expect better results with pre-disposed audiences

Oct11/02



- In some cases, many individuals in the focal segment already have a high degree of concern, a favorable attitude or an appropriate behavioural intention. In other words, they are predisposed to respond to the campaign in the intended direction.
- In other cases, most of the receivers are resistant or indifferent to the messages, so there is a minimal likelihood that they will be influenced.

▪ Atkin, C. 2001. Impact of Public Service Advertising: Research Evidence and Effective Strategies. Project conducted for Kaiser Family Foundation.

21

3. Expect better results with reinforcing messages



- Campaigns tend to achieve the strongest impact with reinforcing messages designed to maintain healthy practices.
- For example one of the priority targets for the \$1 billion U.S. anti-drug campaign is healthy young people who are already resisting drug use, and need positive reinforcement to continue to do so.
- Those committed to unhealthy practices, are not readily influenced by directly targeted campaigns, so a heavy investment of resources stop the behaviour is likely to yield a marginal payout.

22

4. Behaviour change is difficult to accomplish

Aug 26/02



- Usually campaigns do not achieve success because of unrealistic goals. Goals of 40% or 50% changes in human behaviour are impossible. More reasonable objectives might be 3-5% change in a reasonable time frame of several years.

▪ (Everett Rogers, as quoted in Atkin, C. & Schiller, L. The Impact of Public Service Advertising. In Shouting to be heard: Public service advertising in a new media age. February 2002. Kaiser Family Foundation.)

23

5. The type of behaviour matters (1)

added Aug 26/02



- When campaigns do seek to change behaviour, their success often depends on the type of behaviour they are attempting to influence.
- Snyder et al. (2000) looked at 48 health campaigns involving more than 168,000 people.
- She and her colleagues concluded that 7-10% more people in the communities targeted by the campaigns changed their behaviour (than in communities without campaigns).

Snyder, 2000. How effective are mediated health campaigns? In R. Rice & C. Atkin (Eds.), Public Communication Campaigns (p 181-190). Thousand Oaks, CA: Sage.

24

5. The type of behaviour matters (2)

added Aug 26/02



- However, the effects are more than twice as strong (12%) for adoption of a new behaviour such as exercise, dental care, condom use, than for stopping a current habit (5%) such as smoking, binge drinking, and risky sex.
- Those campaigns promoting health services such as cancer screening or hypertension treatment achieved a modest impact (average 7%).

Snyder, 2000. How effective are mediated health campaigns? In R. Rice & C. Atkin (Eds.), Public Communication Campaigns (p 181-190). Thousand Oaks, CA: Sage.

25

5. The type of behaviour matters (3)

added Aug 26/02



- A campaign has a higher chance of success when it chooses goals that require the least amount of sacrifice from people, such as stopping littering or buckling a seatbelt.
- In West Virginia, after a 1% or Less dietary campaign focused on the simple message of drinking low-fat milk, supermarket purchases of this product more than doubled.
- On the other hand, the most comprehensive smoking cessation campaign – the COMMIT project, sponsored by the National Cancer Institute – produced only a slightly higher quit rate, which was mostly among light to moderate smokers.

26

6. Comprehensive campaigns vs. mass media

Aug 26/02



- Even these behavioural impacts, which may seem low, can be hard to achieve. All of the campaigns that were studied by Snyder et al. were large and expensive, with expert teams, lots of audience analysis, and message testing.
- They also achieved very high reach (average 40%).
- And they were comprehensive. That is they included mass media, but also face to face communication (through physicians, teachers, etc.) and events.
- It is even harder to change behaviour with mass media only campaigns.

27

6. Mass media is often not enough to change behaviour



- Ironically, one of the most important lessons research into public service campaigns has taught us is that with certain goals the media alone is often insufficient to achieve substantial results.

▪ Atkin, C. & Schiller, L. The Impact of Public Service Advertising. In Shouting to be heard: Public service advertising in a new media age. February 2002. Kaiser Family Foundation

28

6. Why is it difficult to change behaviour using mass media?(1)



- One theory that explains why it is so hard to change behaviour using just mass media is McGuire's Hierarchy of Effects (HOE).
- McGuire says that to change behaviour using mass media, you must accomplish many sub-goals.

29

Hierarchy of Effects (1)

added
Aug 26/02



1. Tuning in (exposure to the communication)
2. Attending to the message
3. Liking it, maintaining interest in it
4. Understanding it
5. Generating related cognitions
6. Acquiring new skills (learning how)
7. Agreeing with the message position
8. Storing the new position in memory
9. Retrieving the new position from memory when relevant
10. Deciding to act on the basis of the retrieved position
11. Acting on it
12. Integrating the behaviour
13. Recruiting others to behave likewise

McGuire, W.J. Input and Output Variables Currently Promising for Constructing Persuasive Communications. In Rice, R. & Atkin, C. (Eds.), Public Communication Campaigns. 2001.

30

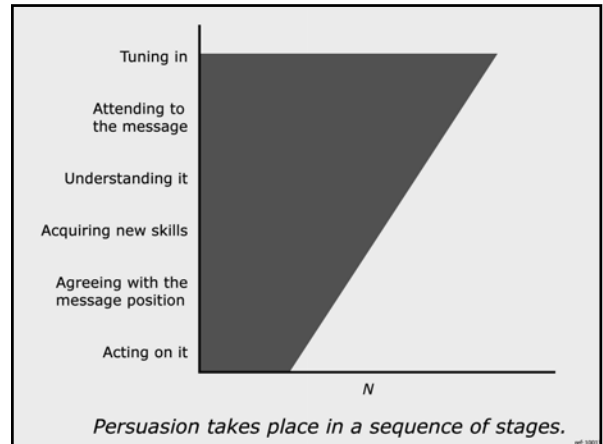
Application of Hierarchy of Effects (2)

added Aug 26/02



- McGuire and other researchers have found that not all people progress to each subsequent step.
- Even if 70% of people at any given stage progress to the next (which is optimistic), the number who reach the bottom is much smaller than the 100% of the population you were intending to change.
- Out of 100 people for example, 70 would make it to attention, 49 would make it to comprehension, 34 would make it to yielding, and so on. In the end, less than 17 people would reach behaviour change.

31



Application of Hierarchy of Effects (4)

added Oct 16/02



- "I am not arguing that no media effects have been demonstrated, but only that the attained effect sizes suggest that the media account for no more than a few percent of the variance in the behaviours they are purported to be greatly influencing."
- "Despite many kinds of excuses that have been used to explain away the weakness of the evidence to support massive media effects (for example poor evaluation methodology) it is currently not valid to argue that the available research results support the widespread belief in pervasive and massive media effects."

- McGuire, W.J. *Input and Output Variables Currently Promising for Constructing Persuasive Communications*. In Rice, R. & Atkin, C. (Ed.). *Public Communication Campaigns*. 3rd Ed. 2001.

33

6. Why is it difficult to change behaviour using mass media?(2)

Aug 26/02



- As we discovered when we looked at the behaviour change theories in the audience analysis step, there are many many requirements to changing behaviours – some of which are very difficult, or impossible to achieve using mass media alone.

34

Summary of requirements for behaviour change

added Aug



1. The person has formed a strong commitment to perform the behaviour.
2. There are no environmental constraints that make it impossible for the behaviour to occur.
3. The person has the skills necessary to perform the behaviour.
4. The person believes the advantages of performing the behaviour outweigh the disadvantages.
5. The person perceives more social pressure to perform the behaviour than to not to perform the behaviour.

35

Summary of requirements for behaviour change

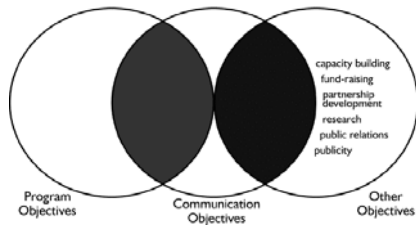
added Aug



6. The person perceives that the behaviour does not violate their personal standards.
7. The person's emotional reaction to performing behaviour is more positive than negative.
8. The person has confidence that they can execute the behaviour under a number of different circumstances.

36

After you have established clear, measurable, health promotion objectives, you can decide which of those objectives may be met (or partially met) through health communication efforts.



7. When to use mass media

added Aug 26/02

- Mass media is very good for some objectives such as awareness and interpersonal communication:
 - Awareness campaigns can trigger action among segments of the population who are already thinking about changing their behaviour.
 - They can prompt individuals to find out more information about the issue from web sites, books, counselors, opinion leaders, and hotlines.
 - They can also foster interpersonal communication about the topic.