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See Change is Ireland's national programme working to positively change social attitudes and behaviour so that there is a reduction of stigma and discrimination associated with mental health problems, ensuring that everyone in Ireland enjoys the same rights on an equal basis. See Change works within a number of interrelated settings: finding the conversation, joining in and working with people and communities on the ground. This is Ireland's first ever national stigma reduction partnership and exists to inspire a disruptive social movement in Ireland to reduce the stigma and discrimination of mental health problems so that mental health problems are viewed as part and parcel of being human – in the workplace, at home, out and about, in the media and everywhere else.

The See Change vision is that every person in Ireland can be open and positive about their own and others' mental health.

See Change aims to:

- Create an environment where people are more open and positive in their attitudes and behaviour towards mental health
- Promote greater understanding and acceptance of people with mental health problems

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- Create greater understanding and knowledge of mental health problems and of health services that provide support for mental health problems
- Reduce the stigma associated with mental health problems and challenge discrimination

See Change values are:

Inclusion: Mental health experts, through lived life experience, are at the heart of the development and implementation of all elements of the See Change programme at national and local levels.

Collaboration: To work closely with like-minded groups from every sector of society in order to seed change across the broadest audience in Ireland.

Community: To be committed to delivering our message and initiatives at a grass-roots level to empower local communities to be the change.

Invention: To look for ways to break new ground and work together to maximise the impact of our combined resources. To evaluate our impact and to learn by experience, drawing on international best practice.

At the cornerstone of the See Change approach is social contact theory, which has been shown to be successful in reducing the social distance between stigmatised groups and the rest of society. See Change passionately believes that the stories of those who have experienced mental health problems and the associated stigma have the power to help change peoples' attitudes and positively influence behaviour change.

The target audience for the campaign includes:

- Young males 18–24
- People in the workplace
- Farmers and people living in rural communities
- People who have been negatively impacted by the economic recession in Ireland

The Stigma Picture in Ireland

People with mental health problems and their relatives in Ireland, like in many countries, consistently identify stigma and discrimination as major barriers to health, welfare and quality of life. In fact, the 2012 See Change study into mental health attitudes in Ireland found that while 94 % of people in Ireland feel that mental health problems can affect anyone, one in two people would not want anyone to know if they had a mental health problem. This sentiment was particularly strong among young males, farmers and people in the workplace, identifying three key target audiences for the campaign (See Change 2012).

How Did It All Start?

The See Change campaign started to take shape in February 2010. Within the Irish mental health voluntary sector, there had been a long-standing desire to have a national stigma reduction campaign. See Change was initiated by the mental health

NGO, Shine – Supporting People Affected by Mental Ill Health, as well as from other NGOs from the mental health voluntary sector, the Department of Health and Children and the then Minister for Equality, Disability and Mental Health, John Moloney.

After the department hosted a series of round table meetings on how best to approach the issue, a formal proposal was put forward by Shine, outlining the possible steps to take. Through the National Lottery Fund, the Department of Health and Children allocated core funding for See Change over an initial 2-year pilot period (March 2010–March 2012), and Shine was given the responsibility of being the coordinating organisation for See Change, including leveraging further funding for campaign activities.

The National Context

By 2010, Ireland had witnessed recent developments that influenced the direction of the Irish mental health sector that had favourably set the scene for the commencement of a national stigma reduction campaign ([Stigma background mapping work of Ireland and Internationally 2010](#)). These included, inter alia:

- The publishing of the national mental health policy, *A Vision for Change*, which was formulated by the Mental Health Expert Group and launched in 2006, replacing the country's 1984 policy. The expert group included, for the first time, representatives from not only within the statutory services or government but also from the NGO sector.
- NGOs working closely together for the first time in a cohesive and organised manner (the Irish Mental Health Coalition, Action on Suicide Alliance and Amnesty's mental health campaign).
- Ireland's National Disability Authority launching of a nationwide campaign to challenge public attitudes to disabilities, including mental health in 2007.
- Creation of Ireland's National Service User Executive.
- The National Office for Suicide Prevention, part of Ireland's Health Service Executive, had invited representation from the NGO sector to contribute to their positive mental health campaign.
- Ireland's Mental Health Act 2001 becoming legislation.
- The establishment of Ireland's Mental Health Commission in 2002.
- Research being conducted on attitudes in Ireland by St Patrick's Hospital and the College of Psychiatry of Ireland.
- Establishment of organisations that complimented a stigma reduction programme, for example, Headline which is Ireland's national media monitoring programme for mental health and suicide.

Therefore, by 2009 when the discussions were kicked off by the minister to scope out the feasibility of initiating an Irish stigma reduction campaign, there were significant drivers already in existence to encourage organisations to work closely together to tackle stigma.

The timing was also considered to be right, given the NGO work in the area and the significant statutory investment in the National Office for Suicide Prevention's positive mental health awareness campaign, *Your Mental Health*, which focused on disseminating a positive mental health message through a mainstream social-marketing campaign.

Against this background, the Irish mental health sector was also positively encouraged to pursue a national stigma reduction campaign by watching and learning from the well-received international stigma reduction programmes within the English-speaking world. In particular, and not surprisingly, Ireland was greatly influenced by the Scottish *See Me* campaign as well as the English *Time to Change* campaign.

The First Steps

The first step towards initiating See Change was the drafting of a programme plan setting out the stigma case, programme description, operations, communications strategy, research and evaluation strategy and funding requirements.

This was a crucial first step as it helped to facilitate discussions with the Department of Health and to secure the initial funding for the pilot phase of the campaign. Additionally, it was this document that was used to help inform potential partner organisations. From the outset, the vision was to ensure that the stigma reduction efforts in Ireland would harness existing and potential new resources to bring about stigma reduction, and it was viewed that pursuing a partnership model was the only way to move forward.

An initial meeting of interested partner organisations, now referred to as the founding partners, was held in early February 2010 to float the idea of a national mental health stigma reduction programme built on a foundation of partnership and collaboration. The response was favourable by those present, the name of the programme 'See Change' was decided, and initial steps in deciding on a logo was taken. There was keen interest to have a logo that acted as a kind of 'stamp' on literature, websites, etc.

Next, a meeting was organised and held in the Department of Health, bringing together all of the partners who had already commenced signing up and some partners who were interested yet wanted to learn more about the process. A 1 day programme was established whereby discussions on establishing the agreed vision, aims and values were discussed along with research and evaluation and next steps. Crucially, the day was facilitated by the former and founding director of the Scottish campaign, *See Me*, which also offered a 'master class' element to the day where we could explore the lessons learned from the Scottish experience.

Subsequent to this meeting the See Change coordinating organisation went about drafting the *See Change Partner Manifesto* and coordinated the suggested changes and final agreement with the founding partners.

Once the initial procedures were in order, the then minister with responsibility for mental health took the unprecedented step of commencing a nationwide

town hall meeting tour to highlight the start of the See Change programme and partnership. The meetings were also intended to promote greater awareness of mental health problems, stigma and discrimination, to provide information on local and national supports to people, to encourage organisations to become part of the partnership and to invite people to contribute to the campaign, either through sharing their stories or by becoming involved with the various advisory panels. Overall the feedback from the town hall meetings was positive with 84 % of attendees indicating that they had a greater awareness of mental health problems and 73 % of attendees indicating that they had a greater awareness of the stigma and discrimination people with self-experience of mental health problems face.

The Partnership Approach

The work of See Change is underpinned and driven by a partnership model. See Change recognises that the job of challenging stigma and changing attitudes and behaviours needs concerted effort and collaboration with groups from every sector of society. Therefore, from the outset, See Change went about building a coalition of organisations (currently over 90 organisations) to work together in a united approach in order to end mental health discrimination. For See Change, the task is focused on helping them to spark a social movement for change. See Change partners include a broad range of organisations who have signed up to at least one major action to support the movement.

However, the idea of partnership is also rooted in practical feasibility. To commence a major national stigma reduction programme as the country fell into a severe economic recession was both daunting and challenging – particularly due to the obvious budget constraints that the campaign faced from the very outset. Despite having government and statutory buy in to the See Change concept, financial resources were going to be a major issue from day 1. The financial backdrop, therefore, further necessitated the need to take a partnership approach – which ultimately has proven to be a tremendous strength of the campaign.

By each partner organisation committing to undertake actions under the See Change banner, this empowers the organisation to take ownership of the campaign, which has ultimately strengthened the approach and facilitated the work at the grass-roots level, especially with key stakeholders whose constituents are the campaign's target groups.

It goes without saying that when people choose to belong to an organisation in society, whether it be a sporting group, a local club, a professional body, etc., the powerful part is that they choose to become a part of that group. When those groups or organisations help to carry the See Change message, the experience of the campaign is that the messaging takes on a different dimension because the person is coming into contact with the campaign through an organisation or group that they **choose** to belong to, rather than consuming the messaging through the usual media advertising channels.

The partner organisations, truly the backbone of the programme, represent every sector of society, from the mental health sector, education, arts, general health, business, public affairs, sports, government and representative organisations of people with self-experience of mental health problems.

The Partnership Framework

The *See Change Partner Manifesto* was devised in consultation with the See Change partner organisations and steering committee and is regularly updated – by agreement – to reflect current practice and procedure. Specifically, it provides information about See Change, the partnership framework, the role of the coordinating organisation (secretariat), responsibilities of the coordinating organisation, the role of partner organisations, responsibilities of partner organisations, role of the steering committee, role of advisory panels; role of stakeholder forum, guiding principles for stigma reduction and key messages for stigma-reduction activity (Figs. 19.1 and 19.2).

What Now? When a New Government Takes Power

One major concern for the campaign was that See Change was closely linked with John Moloney TD, the government minister responsible for mental health in the Irish government from 2008 to 2011. Minister Moloney had been a forthright advocate for See Change and publicly highlighted his own personal experience of having a mental health problem.

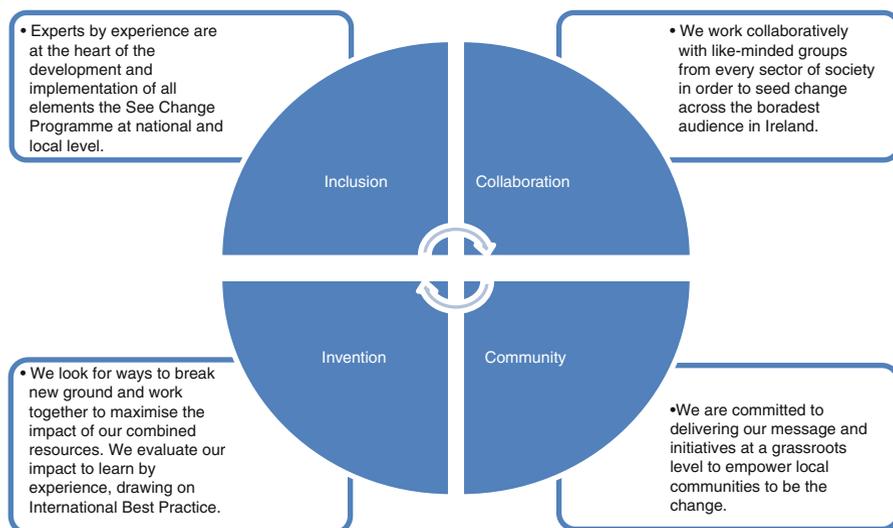


Fig. 19.1 Partnership values

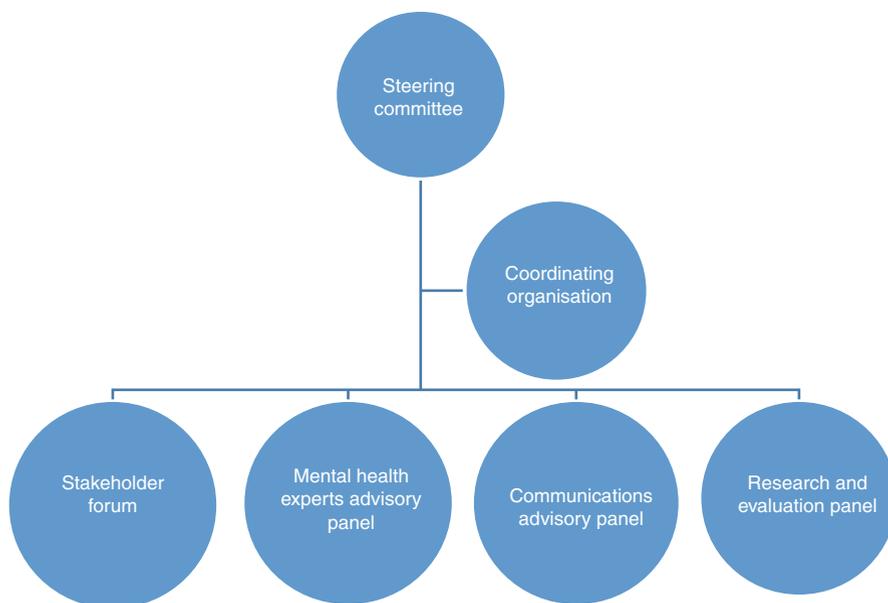


Fig. 19.2 Partnership framework

The subsequent minister responsible for mental health, Kathleen Lynch TD, who was from a different political party, warmly welcomed the See Change partnership and continues to be a strong advocate for the campaign. This kind of crosspolitical party support has been invaluable to the See Change partnership.

Current Practice: Where Have Efforts Been Focusing On?

Where We Work (Table 19.1)

Workplace

While awareness of the scale and impact of mental health problems at work is increasing in Ireland, the timing for See Change to work with partners focused on the workplace has proven to be very positive. See Change has identified the workplace as a key setting for stigma-reduction activity, working with partners to create honest discussion and understanding of mental health problems in the workplace and collaborating with various groups to find ways to support employers and employees in launching this all-important conversation.

The 2012 See Change survey into Irish attitudes towards mental health found that 57 % believe that being open about a mental health problem at work would have a negative impact on job and career prospects, up from 48 % in 2010. Forty-seven per cent believe that being open about a mental health problem at work would have a negative effect on a person's relationship with colleagues, up from 36 % in 2010 (See Change 2012).

Table 19.1 Where we work

Key channels	Partnership Grass roots Arts and entertainment Media and online	Targeted initiatives	Young men Farmers People in the workplace
		Flagship public engagement campaign	Green Ribbon month (every May)

The workplace has been one of the areas where See Change has, to date, made a significant impact with partner organisations. By forging an early alliance with organisations such as the Irish Business and Employers Confederation (IBEC), which represents its 7,500 member companies, the Equality Authority, the Irish Congress of Trade Unions (ICTU), Business in the Community Ireland and various other organisations and companies, the See Change partnership has been received positively. Against this background, See Change has developed, in consultation and at the request of a multinational company with an office in Ireland, a six-step ‘See Change in your workplace’ programme, guiding employers and employees towards creating open workplace cultures, supporting each other and working to their full potential.

See Change in Your Workplace Workshop

As part of the workplace programme, See Change has, again collaboratively, developed a half-day ‘See Change in your workplace’ workshop, providing information on mental health and mental health problems for employers, managers and employees as well as offering best practise advice on creating workplaces that are free of stigma and discrimination and equipped to support the mental health needs of the organisation. The workshops are delivered in collaboration with some of the See Change partner organisations, bringing a tremendous richness to the discussions. The workshops are funded by the Irish Health Service Executive’s National Office for Suicide Prevention and have proven popular with companies. The workshop came about after a major multinational tech company with offices in Ireland asked See Change to develop such a training workshop for line managers in their company. The company agreed to do a pilot and helped See Change to fine-tune the training and operationalise it within their Irish office.

This workshop provides a practical approach to mental health, highlighting the workplace as a key setting in addressing stigma. Attendees hear personal stories and learn about mental health, mental health problems and wellness tools. This workshop is valuable for employers, staff and in professional services working with clients. Attendees come away with useful tools and information.

Overview of the workshop:

1. The session begins with an introduction to mental health, mental health problems and how they relate to the workplace context followed by an opportunity to discuss the myths that surround mental health problems, prevailing Irish attitudes to mental health and strategies to reduce stigma.

2. A See Change ambassador with a professional background shares their personal experience of a mental health problem, including strategies to support positive mental health.
3. Topics covered include how best to support an employee, colleague or client who is experiencing a difficulty with their mental health, through information on relevant equality legislation, examples of reasonable accommodation in practise, recommendations on responding to a crisis, how to broach the subject and deciding whether or not to disclose.
4. The session concludes with a discussion on practical resources, wellness tools and how people can proactively look after their own mental health.

A Q&A session and opportunity to speak personally with the speakers closes the workshop. The 3 hour workshop is designed to be participative and interactive in nature.

The feedback from companies who have brought the workshop into their workplace indicate that:

- 98 % said that they would feel more comfortable addressing a colleague's mental health disclosure.
- 87 % would feel more comfortable raising mental health as a workplace issue.
- 78 % said that it would change the way they behave.

Other Areas of Work in the Workplace

Other key aspects of work in this area have included teaming up with Business in the Community Ireland to cohost a national conference. Over 300 employers, managers, HR specialists and community leaders attended this conference aimed at sparking a national discussion on how each of us as individuals can play a role in creating an open culture towards mental health in Irish workplaces and communities.

Each year in Ireland, there is a National Employment Week, and See Change has worked with partners to ensure that mental health and stigma reduction have become part of the week's annual programme. The Mental Health and Employment Day as part of National Employment Week offers a breakfast briefing aimed at providing employers with the practical tools to support employees who may be experiencing difficulties and to promote a culture of openness towards mental health in Irish workplaces.

Another significant step for the workplace strand of work was when IBEC, the group that represents Irish business, launched *Mental health and wellbeing: A line manager's guide*, a resource for employers to promote mental wellbeing in the workplace (IBEC 2012). Produced in collaboration with See Change, the guide is directed at line managers who are key to promoting a culture that is positive towards mental health and supporting individuals with mental health problems in the workplace.

The guide has a range of information and practical advice on recruitment, wellbeing, disclosure as well as a large reference section directing employers to where there is expertise from a range of specialist organisations and online resources that can offer further assistance. The guide can help managers facilitate conversations about mental health problems, understand what issues may arise and put in place

support so employees can stay well and in work – meaning they perform at their best and the employer retains talent and expertise.

Equality Authority Guides

In 2011, the Irish Equality Authority and See Change published two guides including *Equality and mental health: What the law means for your workplace* (Equality Authority 2011), which provides information for employers on their responsibilities towards employees and potential employees with experience of mental health issues. The guide explains the legal requirement for employers to provide reasonable accommodation for employees and potential employees with experience of mental health difficulties. The companion guide, *Equality and mental health: How the law can help you* (Equality and Mental Health: What the law means for your workplace n.d.) provides practical information for people with experience of mental health difficulties on their equality rights in employment and access to services.

In 2014, See Change received Equality Authority/EU funding which led to the publishing of a ‘Case Law Review on Mental Health in the Workplace’ and a ‘Mental Health in the Workplace Policy Document’ to provide information and guidance on how to develop and implement a comprehensive workplace mental health policy. The project proposal originated from the need to equip managers and employers with legal and policy guidance to support people with personal experiences of mental health problems in the workplace. An invaluable consultation with partners and HR managers from various companies was held to discuss concerns, blockages, legal issues and human resource implications when it comes to mental health in the workplace. See Change also benefitted from the advice of a number of key partner organisations on the project. These included the Equality Authority, Irish Business and Employers’ Confederation (IBEC), Business in the Community Ireland (BITCI), the Irish Congress of Trade Unions (ICTU), Suicide or Survive (SOS), Sigmar, St John of God Hospital and Employment Health Advisors (EHA). The project’s funding was provided by the Equality Mainstreaming Unit in the Equality Authority.

Young People

See Change has collaborated with various partner organisations to engage with the young male target group on reducing the stigma of mental health problems and promoting open discussion. College campuses and student groups have proved very effective channels to reach the young male target group while also providing invaluable testing grounds for pilot projects and initiatives that can be used among other groups and settings. Beyond on-campus activity, the potential of embedding our message within sporting organisations to reach those outside of third level education is a focus that is currently being developed by the campaign.

See Change research has shown that 72 % would not want others to know if they had a mental health problem, 56 % would hide a diagnosis of a mental health problem from friends (increased from 39 % in 2010) and 35 % would delay seeking help for fear of someone knowing about it (See Change 2012).

College Roadshows

In the initial phases of the campaign, See Change and partners embarked on a social contact-based tour of college campus to screen a documentary entitled 'I See A Darkness' in partnership with two suicide prevention organisations (Suicide or Survive and Save Our Sons and Daughters) and host a postshow discussion with the documentary's participants who have personal experience of suicide and suicide bereavement.

See Change and partners staged a successful Guinness World Record Challenge for 'most people to write a story' on the campus of Trinity College, Dublin. More than 800 students were actively engaged in the initiative but it also led to national acclaim for the partnership and the message.

Chats for Change Initiative

Since 2013, the annual Chats for Change initiative has seen thousands of 'tea and chats' packs being distributed by students' unions across campuses nationwide. The pack contents provide a clear behaviour change call to action: two tea bags, tips on taking the fear out of talking about mental health and useful support service contacts. It aims to encourage students to make time and space to chat about their mental health over tea – a veritable communal ritual in an Irish context. Chats for Change has also been successfully transferred to the workplace setting.

Youth Advisory Panel

In addition to the campaign advisory panels on research, communications, etc., See Change established a Youth Advisory panel to provide feedback and guidance on all youth-related engagement. The Youth Advisory Panel also serves as an extension of the volunteer and ambassador programmes where appropriate.

Suite of Stigma Reduction Activities

See Change has developed a suite of activities that organisations and individuals can run as stigma-reduction initiatives, including a mental health themed magic show, table quiz, comedy set and various promotional materials. In collaboration with our partners, ambassadors and volunteers, this range of engaging and thought-provoking stigma-challenging activities were devised to help spark discussion of mental health. These specially commissioned activities were piloted in collaboration with Union of Students in Ireland as part of on-campus mental health weeks and transferred successfully to other key settings such as workplaces and community groups.

Third Level Stigma Reduction Programme

In collaboration with the staff and students of Dublin Business School, See Change developed a Third Level Stigma Reduction programme in 2013. With workshops, training and initiatives involving staff, students and the wider community, this integrated approach is aimed at creating an openness around mental health on college campuses and empowering the entire college community to play a direct role in challenging stigma. The programme was also expanded to UCD College of Agriculture, Food Science & Veterinary Medicine.

Farming Community

Since our baseline study identified Irish farmers as a key target group for stigma reduction, See Change has continued to collaborate with our partners who have a presence on the ground in rural communities to explore ways in which farmers can be supported and stigma can be addressed.

Our research showed that 72 % of Irish farmers would not want others to know if they had a mental health problem, 39 % of farmers would hide a diagnosis of a mental health problem from friends and 33 % would delay seeking help for fear of someone knowing about it (See Change 2010).

Speaking Tour of Regional Members Meetings

A crucial first step in establishing the partnership among our farming partnership and embedding the message at grass-roots level was a speaking tour of many of the regional members meetings of our farming partners.

Annual Presence at National Ploughing Championship

See Change and partners have developed free wallet-sized 'Talking Cards' to distribute the 279,500 National Ploughing Championships attendees that feature straight-talking advice aimed at taking the fear out of talking about mental health and encouraging open discussion.

Farming Partner Organisations' Activity

See Change established a working group of all partner organisations working in the agricultural or rural setting to share learnings, research and to find ways to collaborate on stigma-reduction activity across the agricultural sector. This includes representatives from the Irish Farmers Association, Macra na Feirme, the Irish Cattle and Sheep Farmers Association, the Irish Creamery Milk Suppliers Association, the Irish Countrywomen's Association and Teagasc. It should be noted that this is the first time all of the farming and rural sector organisations have joined together to discuss and prioritise the issue of mental health for their members. The addition of the Department of Agriculture to the partnership is considered as invaluable in terms of legitimacy and reach.

Grass roots

The partnership model best befits the grass-roots approach, allowing us to reach our target audiences in the communities, groups and clubs with which they identify. Outside of the partnership structure, See Change's approach has been to 'find the conversation and join in', taking our message to the major events on the Irish corporate, social and agricultural calendars such as the Electric Picnic Festival and Volvo Ocean Race Festival. In terms of maximising our impact and capacity however, our role as the spark that supports and empowers others to carry the message to the grass-roots level is our strongest methodology.

Volunteer Strategy

See Change developed a volunteer programme to recruit and train volunteers to help roll-out See Change's stigma-challenging campaigns on the ground and create that ripple effect in their own families, circle of friends, towns, communities, workplaces or colleges. Volunteers are also supported in hosting their own initiatives to start a conversation about mental health or support the campaign's activity at a community level.

Pop-Up Café Programme

See Change successfully piloted a weeklong grass-roots engagement of a rural community with the road-testing of the Time to Talk pop-up series in Clonmel, County Tipperary. The joint objectives of the project were firstly to encourage increased conversation and engagement on mental health among the local population and secondly to embed stigma-reduction activity within the local community.

The 4 day programme took place in a disused commercial premises on a pedestrianised street. The location befitted our target audiences (those with a rural base and those who have been negatively affected by the financial recession).

From conception to roll-out, we employed the catalyst approach, seeing the campaign team's role as to empower and support the local community to devise and deliver the programme content. We teamed up with a variety of local organisations, volunteers and community groups to host various events throughout the week including health and wellbeing workshops and talks, story-sharing and stigma-reduction focussed entertainment and arts exhibitions. The café was run by local volunteers who were on hand to meet and greet members of the public. The people of Clonmel were openly invited to come in and explore and enjoy the space and make the time and space for conversation about mental health.

Over the course of the 4 days, 950 conversations about mental health were recorded in the pop-up cafe. The local group of volunteers and organisations have since completed a second event together for World Mental Health Day and are already planning a second weeklong festival under the stigma-reduction banner.

Arts and Entertainment

From thought-provoking cinema, disarming comedy to initiate theatre pieces the arts have been an invaluable channel to encourage discussion about mental health problems and provide a platform for social contact.

First Fortnight Arts and Mental Health Festival

Since 2012, See Change has been a presenting partner of the First Fortnight Festival. Taking place in the first 2 weeks of every new year, the festival continues to offer ground-breaking programme of mental health-themed arts events, acclaimed theatre pieces, music, cinema, visual art and spoken word nights to get Dublin audiences talking about mental health.

MadCraic Comedy Show

See Change commissioned Irish comedians John Moynes and Carol Tobin to bring new comedy set 'MadCraic' to the stage to get people talking about mental health. Informed by the comedians' own experiences, MadCraic takes an irreverent look at stigma and how it impacted on their own journeys through college and life thereafter. A Q&A with the performers takes place after the show. MadCraic was successfully piloted at Trinity College Dublin Mental Health Week, toured college campuses in 2013 and subsequently workplaces, community groups and colleges.

Demystify This: The World's First Mental Health Magic Show

Acclaimed conceptual magician Shane Quilty created a new show that was specially commissioned by See Change to help change attitudes to mental health. Audiences can expect mind-bending illusions and thought-provoking stunts where the take-home message is that far from the realms of mysticism, experiencing a mental health problem is in fact quite an ordinary experience of everyday life while the lengths that we go to hide it are actually quite the magic trick.

Box of Frogs National Theatre Tour

Box of Frogs is a highly successful theatre piece commissioned by See Change and based on the authentic content of three people's real-life experiences to spark open conversation about mental health problems and challenge stigma in Ireland. Actress Mary McEvoy, comedian John Moynes and broadcaster Dil Wickremasinghe have teamed up to share their stories of personal experience with a mental health problem in a mixture of stories, comedy sketches and songs to demystify, debunk and ultimately have a laugh with what really goes on inside our heads.

On evaluation, 91 % of people who attended the play said that they would change their behaviour towards their own mental health and openness to others.

Media and Online

Media and the online space are a crucial setting for creating discussion of mental health problems. See Change sees its role here is to empower others and support media professionals to share the stories of real people's experiences of mental health problems.

Ambassador's Programme

See Change has established a vibrant and fully supported ambassador's programme of people with personal experience of mental health problems who are willing to share their experiences at events, media interviews and blogs and add their voice to conversations in social media and in their own spheres of influence. Ambassadors receive comprehensive briefings and training on how to share their story in a way that is most beneficial to them and their audience and receive full support throughout the year.

By giving the issue a voice and a human face, See Change ambassadors can be the catalyst to real and lasting attitude and behaviour change in how Irish people view their own and others' mental health. Our aim is that audiences will be not only

be touched but inspired to take a personal role in challenging stigma, making ripples from one individual to the next until a large community of people are engaged on the issue.

Make a Ripple Online Portal

In May 2010, See Change launched ‘Make a Ripple’, an online story-sharing portal as an innovative way of using social contact theory through social media and starting a conversation about mental health with the online community. Here people can post messages of support for the campaign, speak out against stigma or share their personal stories of experience with a mental health problem in the hope of creating a shared understanding of the mental health problems that touch all of us. People can engage with this online campaign in a number of ways, by posting directly on the portal, through Twitter or Facebook using the hashtag #makearipple or displaying a Twibbon – all in the hope of creating online momentum around the campaign’s key messages of openness and understanding.

My Ripple Radio Awareness Campaign

The ‘My Ripple’ radio awareness campaign involved a series of audio advertisements aired on local and regional radio. This series of 60 s audio pieces featured the personal stories of 22 people’s real-life experiences with mental health problems, recovery, stigma, seeking help and becoming open about their personal experience in their own voice. Each advertisement in the series was bookended with a voice-over containing the See Change message and call-to-action by the recognisable voice of RTE broadcaster and See Change ambassador Eileen Dunne; ‘Break the silence of stigma; see change’.

Supporting Irish Media

- *Awards:* See Change partners with Headline, the national media monitoring programme for mental health and suicide to run an annual Voice Media Award to recognise those media outlets who use social contact theory in their coverage and give voice to mental health problems.
- *Empowerment:* In 2013, See Change began sponsoring the only dedicated mental health slot on Irish radio; The Feel Good slot on Newstalk FM’S Global Village.
- *Training:* See Change and partners have devised a series of training sessions for media professionals combining content aimed at media professionals on responsible coverage and content that focussed on their roles as employers, managers and employees in creating workplaces that have an open culture towards mental health.

Flagship Campaign: Green Ribbon

Changing minds about mental health, one conversation at a time

Although it had been long established as a symbol for mental health in North America, the Green Ribbon first came to our attention from our partners at HSE West Mental Health Services when we were looking for an effective engagement

tool to reach out to the potential audience of 800,000 at our collaborative pop-up at the Galway Volvo Ocean Race Festival in 2012. The symbol was very successfully piloted in Galway so we set out to create a flagship mass engagement campaign to make the month of May every year synonymous with challenging the stigma of mental health problems to lay groundwork for real and lasting change in Irish attitudes and behaviours to mental health.

Thousands of ribbons are distributed nationwide, free of charge and in conjunction with various partner and community events with the aim of sparking a national conversation about mental health in Ireland's boardrooms, break-rooms, chatrooms, clubhouses, arts venues, college campuses and around kitchen tables.

The second Green Ribbon in 2014 saw 300,000 ribbons distributed (double the amount from year 1) and 500 events and initiatives took place in communities and workplaces across the country in collaboration with our partner organisations, volunteers and ambassadors to achieve 1.6 million conversations about mental health.

Information Box 19.1: 2014 Green Ribbon Campaign Overview
Here's how one simple ribbon achieved 1.6 million conversations about mental health:

1,201,783 was the potential reach of national media pieces alone (of a total of 149 media pieces including 75 ambassador stories).

116,484 conversations started by volunteers and supporters (who organised 282 community events and initiatives).

112,951 Green Ribbon promo materials distributed nationwide.

103,484 conversations started by See Change partner organisations (who organised 116 Green Ribbon events and initiatives).

58,083 online conversations.

31,380 conversations started in workplaces (where 107 Green Ribbon events and initiatives took place).

984 gifted outdoor advertising spots by our distribution partners Irish Rail, Citizens Information as well as Dublin Bus and Frangos Dundrum.

505 Green Ribbon events and initiatives in May 2014.

How did we measure this? *One interaction, attendee or green ribbon = 1 conversation.*

According to research conducted by Millward Brown Lansdowne on the 2014 campaign, a growing number of Irish adults have been hearing conversations about mental health among family, friends and at work since the Green Ribbon campaign:

- Seven in ten say they now feel more comfortable in having a conversation about mental health.
- 66 % say the Green Ribbon campaign has encouraged them to start conversations about mental health.

Table 19.2 Green Ribbon 2014 campaign overview

Campaign aim	To encourage open conversation of mental health problems in Ireland
Target groups	General population and also encompassing See Change target groups of young males, farmers and people in the workplace
Campaign duration	May 2014
Principle activity	Distribution of 300,000 green ribbons free of charge
Key messaging	It's time to talk about mental health You don't have to be an expert to start talking about mental health problems or have all of the answers Sometimes the most simple thing you can do is let someone know you are there for them and simply listen
Campaign partners	See Change in collaboration with 90 partner organisations
Distribution partners	Irish Rail and Citizens Information Centres nationwide
Media partner	Newstalk FM
Grassroots activity	505 community events organised nationwide by 90 See Change partner organisations, workplaces and growing network of hundreds of volunteers and over 50 ambassadors
Conversations	1,656,654 conversations started on mental health during Green Ribbon 2014
Online elements	Greenribbon, i.e. social media platforms and engagement tools totalling 58,083 online conversations
Media and advertising:	984 advertising spots outdoor and on partners' public-facing property and 149 media pieces

- 62 % have been hearing conversations about mental health among family and friends since the campaign (up from 52 % in 2013).
- 53 % have been hearing mental health conversations in their workplaces since the campaign (up from 44 % in 2013) (Table 19.2).

The Development of the See Change Programme (Table 19.3)

The campaign's structure as a partnership lends itself naturally to the catalyst model, creating the spark that empowers others to embed change within their organisations. To bolster the effectiveness of this approach, phase 2 made considerable progress in developing the ambassadors and volunteers strand and creating an active social movement. To further progress this approach, phase 3 has focused on developing training packages and campaign suites that can be adopted internally and embedded at grass-roots level.

See Change has developed its messaging strategy alongside developments in international research about what is most effective. In phase 2, behaviour change rather than attitude change became a key priority in any external communications.

In terms of targeting, the introduction of the Green Ribbon campaign in phase 2 allowed for a whole population approach solely for the month of May. This approach is instrumental in establishing awareness on a national level and most

Table 19.3 Green Ribbon 2014 campaign overview

Phase 1	2010–2012	<i>Key messaging:</i> Raising awareness of stigma, mental health problems <i>Developments:</i> Developing the partnership, establishing the brand and replicable programmes among key targets (young men, farmers, workplace)
Phase 2	2012–2014	<i>Key messaging:</i> Behaviour change and the catalyst model – how to have the conversation <i>Developments:</i> Green Ribbon mass engagement campaign and engagement resources, toolkits. Development into a social movement with recruitment of ambassadors and volunteers
Phase 3	2014–2016	<i>Key messaging:</i> Refine behaviour change message around specific blockages and the catalyst model <i>Developments:</i> Focus on sources of discrimination; embed grass-roots programmes

importantly, allows the message to gain traction beyond the key target groups that are the focus of activity throughout the year: young men, farmers and people in the workplace.

In phase 3, in-line with best practise, messaging and campaigns should also focus on the sources of stigma, prejudice and discrimination as well as addressing the high levels of fear and misconception that surround certain mental illnesses. With the recently published national suicide prevention strategy for Ireland, connecting for life See Change welcomes the inclusion of stigma reduction as a key objective.

Current Knowledge: The Important Lessons Learned

Partnership

A partnership approach has been at the heart of the See Change programme and has enabled it to reach far more people than the budget would have dictated. See Change has a democratic approach, but, this has not always been easy and there has not always been agreement, a case in point is in terms of what wording to use in terms of mental health (e.g. mental illness, mental health problems, mental health difficulties, etc.). However, with strong and committed leadership with a clear vision, it is possible to bring like-minded organisations together to work together in different ways, yet with the same goal of ending mental health discrimination. Having an open door policy has also been key to the campaign.

Social Contact Theory

Mental health experts, through lived life experience, are at the heart of the development and implementation of all elements of the See Change programme at national and local levels.

Volunteers

Volunteers have brought a tremendous enthusiasm to See Change, as well as many helpful contacts and links.

Ambassadors

Ambassadors have given voice to ending mental health discrimination, sharing stories that resonate and inspire. Ambassadors that also work within the media have been a very positive experience for the campaign.

Community Activation

Pulling any national campaign through to the local level is paramount. See Change is committed to delivering our message and initiatives at a grass-roots level to empower local communities to be the change.

Strategic Planning

The strategic planning stage was so important, and thankfully the campaign invested wisely in getting the right kind of expertise to assist in mapping out the initial start of the campaign. Though we have had many limitations and challenges along the way, the strategic planning phase has helped to keep us firmly on the right path.

Learning from other campaigns internationally was and continues to be vital – what works and what does not and the sharing of information and materials.

Targeted Approach

Focusing our efforts on the campaign's target groups has also enabled us to stay focused and clear on the campaign's priorities.

Political Support

Getting political buy in has also been key, including at the government level, cross party and with Ireland's Health Service Executive.

Framing the Discussion

See Change takes great care in conveying the notion that while one in four of us will experience a mental health problem at some point in our life, four out of four of us will experience mental health dips, the day to day struggles that are an ordinary part of life. By framing the discussion in this way and using the concept of the *mental health continuum model*, it seems to be more accessible that this is all of us, not just the one in four of us – which in some ways may reinforce the notion of stigma.

Moving Forward

Since its inception in 2010, the See Change campaign has grown beyond the confines of a traditional public health campaign into a partnership of over 90 partner organisations, 200 volunteers and 50 campaign ambassadors. Four years on, the founding approaches of Ireland's stigma reduction campaign remain strongly backed by the evidence base; the campaign is structured around the partnership model, takes a targeted approach and social contact theory is the cornerstone of campaign activity. The campaign has also benefitted from the insight and experience of our international counterparts; the adoption of behaviour change messaging is a strong example of this.

In 2012, Stuart et al. called for a paradigm shift in stigma-reduction programming and research requiring an inversion of the most widely used social change model of the knowledge to behaviour continuum (*increased knowledge leads to attitude change which leads to behaviour change*) to a focus on behaviour change first. Basing their theory on the evidenced impact of stigma reduction programmes internationally, Stuart et al. suggest that 'attitude change is not a good predictor of behavioural change... and a focus on attitudes will not yield meaningful improvements in social inclusion and equity' for people with personal experience of a mental health problem.

As detailed by Stuart et al., the ultimate goal of stigma-reduction programmes and the focus of related research 'should not be knowledge or attitude change but improved quality of life for people with personal experience of a mental health

problem'. The most apt measure here is to seek changes in discriminatory behaviours and structural inequities.

The limitations of focussing on attitude change alone were clear from See Change's evaluation results of phase 1 of the campaign, whereby awareness, attitudes, knowledge of mental health problems and even willingness to seeking professional help increased dramatically in the first 2 years of the campaign, but there was sustained reluctance to actively disclose a mental health problem to a friend, family member or colleague (See Change 2012).

It is on this basis that See Change would like to bring into future focus discrimination and prejudice as direct consequences of stigma as stigma itself is a rather theoretical concept to engage audiences on. There are opportunities for the partnership to address structural and institutional arrangements that propagate stigma such as insurance, contract law, government policy and also social norms.

See Change recognises that real change happens at local and community level. With this in mind, we will continue to work closely with grass-roots networks to embed our message and programmes among local communities, campus communities, membership organisations and representative bodies.

Rooted in the behaviour change message, the Green Ribbon campaign has proven to be See Change's flagship campaign. One month in the Irish calendar is now earmarked for helping to the end the stigma of mental health problems with more than 90 partner organisations helping to spread the messaging and taking ownership of the campaign.

The concept of going back to basics, back into communities with a simple and effective approach of the Green Ribbon has proven very popular with the Irish public and organisations. This is something that See Change will be working hard on building on taking the Green Ribbon campaign from strength to strength, ensuring that everyone has heard about the importance of ending mental health discrimination.

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