

[illegible]

Nonprofit Management Center

National Human Services Assembly

Our members reach and support nearly every household in America





Creating a New Narrative



- Public's Current View
- Sparking a New Dialogue
- Applying the New Frame

FrameWorks Institute

- Strategic Frame Analysis®
 - Evidence-based, multi-disciplinary communications research.
 - Empirically identify the most effective ways to reframe social issues.
 - Grounded in an understanding of cultural models and neuroscience.



What Are Human Services?



Reflection

Mental illness
 Afterschool care
 Food pantries
 Disconnected youth
 Prevention
 Food stamps
 Group homes
 Domestic violence
 Welfare
 Income inequality
 Asset Development
 Advocacy
 Earned income tax credit
 Relationship education
 Lack of support system
 Juvenile delinquency
 Child abuse and neglect
 Non-medical supports
 Family strengthening
 Inadequate housing
 SSI
 Character development
 Youth development
 Immigrant/Refugee Assistance
 Disproportionate incarceration
 Disability
 Out of home placement
 Evidence-based services
 Food insecurity
 Visual impairment
 Hearing impaired
 Work support
 At risk youth
 Social services
 Resettlement
 Earned benefits
 Out of school care
 Vocational services
 Family dysfunction
 Frail elderly
 Financial wellness
 Institutional care
 Food banks
 Home care
 Rehabilitation
 Emotional problems
 Working poor
 Lack of opportunity
 Income security
 Isolated elderly
 Protective factors
 Addictions
 Teenage parenting
 Parenting education
 Poverty
 Transportation
 Day care
 Drug and alcohol dependency
 Early child development
 Lack of health care
 Counseling
 Economic disadvantage
 Hunger
 Social Security
 Work readiness

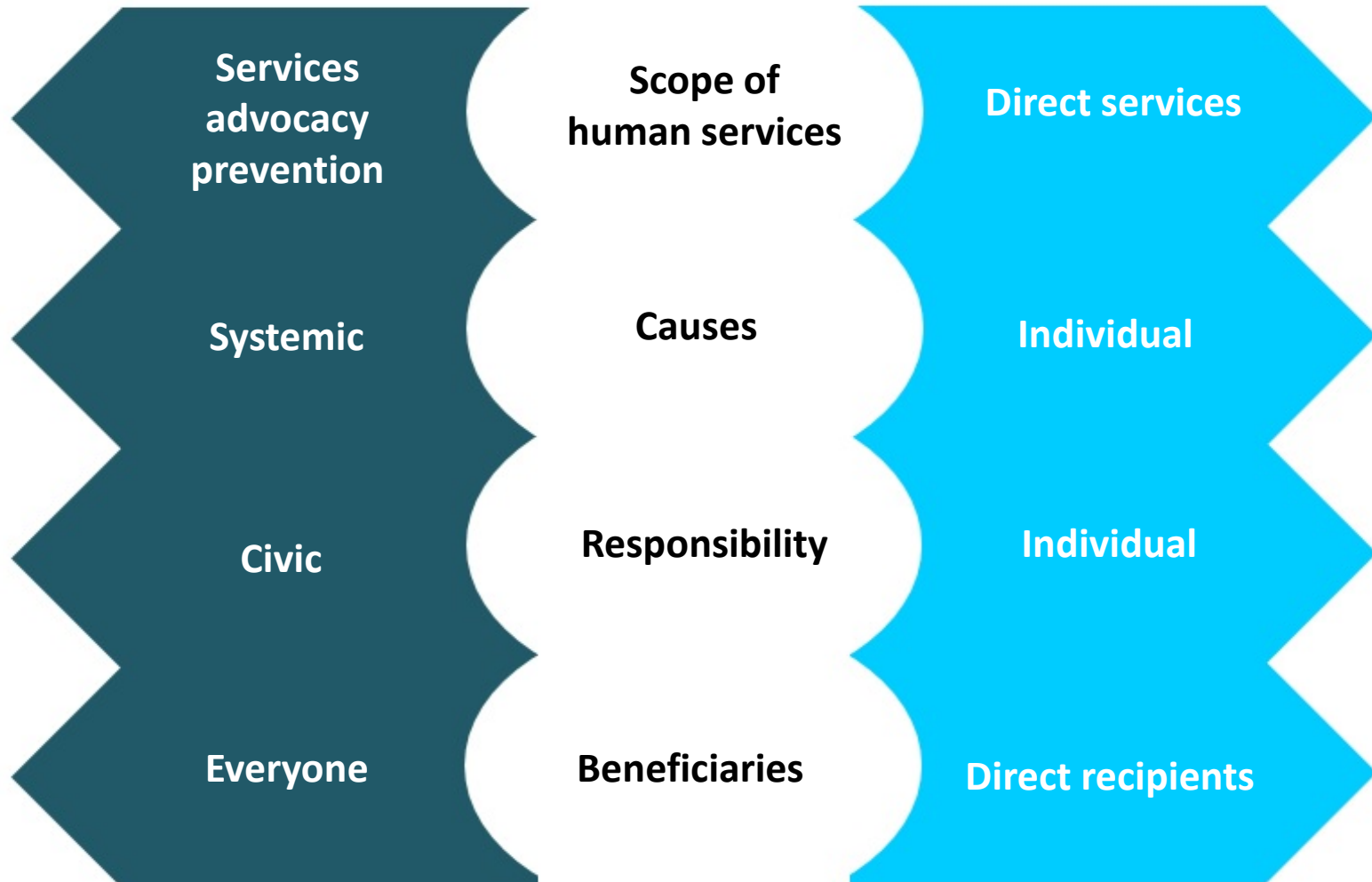
safety net

Medicaid

Mapping the Gaps

Experts

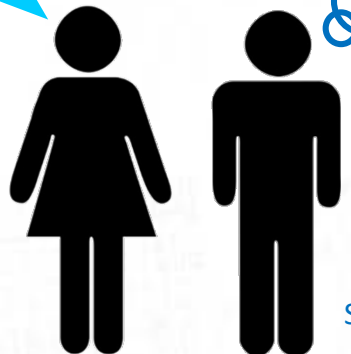
Public



You Say...They Think

In these tough times people need more support, not less! This is no time to cut funding to human service issues.

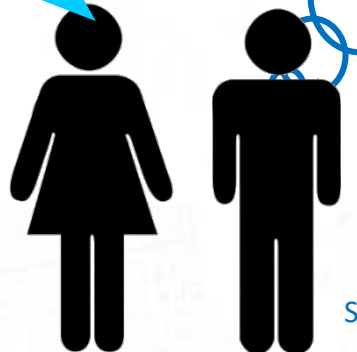
In tough economic times, people who get those programs have a better quality of life than the rest of us! Must be nice to have someone else pick up the tab...



You Say...They Think

We are failing to do right by children and youth. Child poverty, youth homelessness, and juvenile delinquency threaten the health and well-being of the next generation. Isn't it time to invest more?

What doesn't kill you makes you stronger! Poor kids have to fight to overcome adversity, which makes them tougher and ultimately more successful. It helps if they have good strong parents behind them, helping them make the right choices.



Mental Shortcuts

Unfortunately, this is
how the brain works:



Cultural Models



Cultural Models



What is well-being?

- Financial Self-Sufficiency
- Physical Health



What threatens well-being?

- Lack of Willpower
- Bad Parents
- Dangerous Communities



Human Services SWAMP

How do we improve well-being?

- Individuals are Responsible
- Government is Inept and Corrupt
- Informal Networks



What are human services and how do they work?

- Cognitive Hole
- Direct Services
- Kindness and Charity
- Only the Basics and Temporary



- Vulnerable/At-risk
- Needy/Worthy
- Charity
- Argue, Snark, Shame
- Repeating the Myth



Avoid Correcting Mistakes



MYTH "The flu isn't a serious disease."

FACTS Influenza (flu) is a serious disease of the nose, throat, and lungs, and it can lead to pneumonia. Each year about 200,000 people in the U.S. are hospitalized and about 36,000 people die because of the flu. Most who die are 65 years and older. But small children less than 2 years old are as likely as those over 65 to have to go to the hospital because of the flu.

MYTH "The flu shot can cause the flu."

FACTS The flu shot cannot cause the flu. Some people get a little soreness or redness where they get the shot. It goes away in a day or two. Serious problems from the flu shot are very rare.

MYTH "The flu shot does not work."

FACTS Most of the time the flu shot will prevent the flu. In scientific studies, the effectiveness of the flu shot has ranged from 70% to 90% when there is a good match between circulating viruses and those in the vaccine. **Getting the vaccine is your best protection against this disease.**

MYTH "The side effects are worse than the flu."

FACTS The worst side effect you're likely to get from a shot is a sore arm. The nasal mist flu vaccine might cause nasal congestion, runny nose, sore throat and cough. The risk of a severe allergic reaction is less than 1 in 4 million.

MYTH "Only older people need a flu vaccine."

FACTS Adults and children with conditions like asthma, diabetes, heart disease, and kidney disease **need to get a flu shot**. Doctors also recommend children 6 months and older get a flu shot every year until their 5th birthday.

MYTH "You must get the flu vaccine before December."

FACTS Flu vaccine can be given before or during the flu season. The best time to get vaccinated is October or November. **But you can get vaccinated in December or later.**

For more information, ask your healthcare provider or call
800-CDC-INFO (800-232-4636) Website www.cdc.gov/flu

MYTH "The flu shot can cause the flu."

FACTS The flu shot cannot cause the flu. Some people get a little soreness or redness where they get the shot. It goes away in a day or two. Serious problems from the flu shot are very rare.

- Misremembered the myths as true.
- Got worse over time.
- Attributed false info to the CDC.

Source: Skurnik et al 2005,
Journal of American Medical
Association

Where Does Swamp-Thinking Lead?

- Funding (public and private)
- Contracts (structure, delays, lack of COLAs)
- Policy Development (work reqs, drug testing)
- Limited Engagement (advocacy, volunteering)

Explanatory Tone

- Sensible
- Doable
- All in this Together



What cultural models might “eat” this message?

Growing up in poverty increases the chances that an American will continue to live in poverty as an adult. That's of course bad for the people directly affected and also bad for the economy. Furthermore, it casts a long shadow on The American Dream.

The real tragedy here is that we know what programs work to combat intergenerational poverty. We simply fail to support them.

A common response to intergenerational poverty is to scale back forms of direct aid to families — welfare, food stamps, etc. — that are frequently labeled as creating dependency. This position flies in opposition to the facts. Research shows that giving aid to a family increases the chances that a child will not continue to live in poverty as an adult. If we want to end intergenerational poverty in America, we should be giving families more aid — not less.

To state the obvious, money is a big deal. Having more money makes all sorts of things possible — a healthier diet, higher quality child care, a move to a safer environment, a trip to a museum or other experiences that expand a child's world. Kids with access to any of these things are more likely to thrive.

Episodic vs Thematic

- About Individuals
- Events-oriented
- Psychological
- Defines Issues as Private
- Appeal to Consumers
- Better Information

Fix the Person

- About Issues
- Trends-oriented
- Political/Environmental
- Defines Issues as Public
- Appeal to Citizens
- Better Policies

Fix the Condition

The Solution: Framing



**I'M NOT ARGUING...
I'M EXPLAINING WHY I'M RIGHT**



iAm

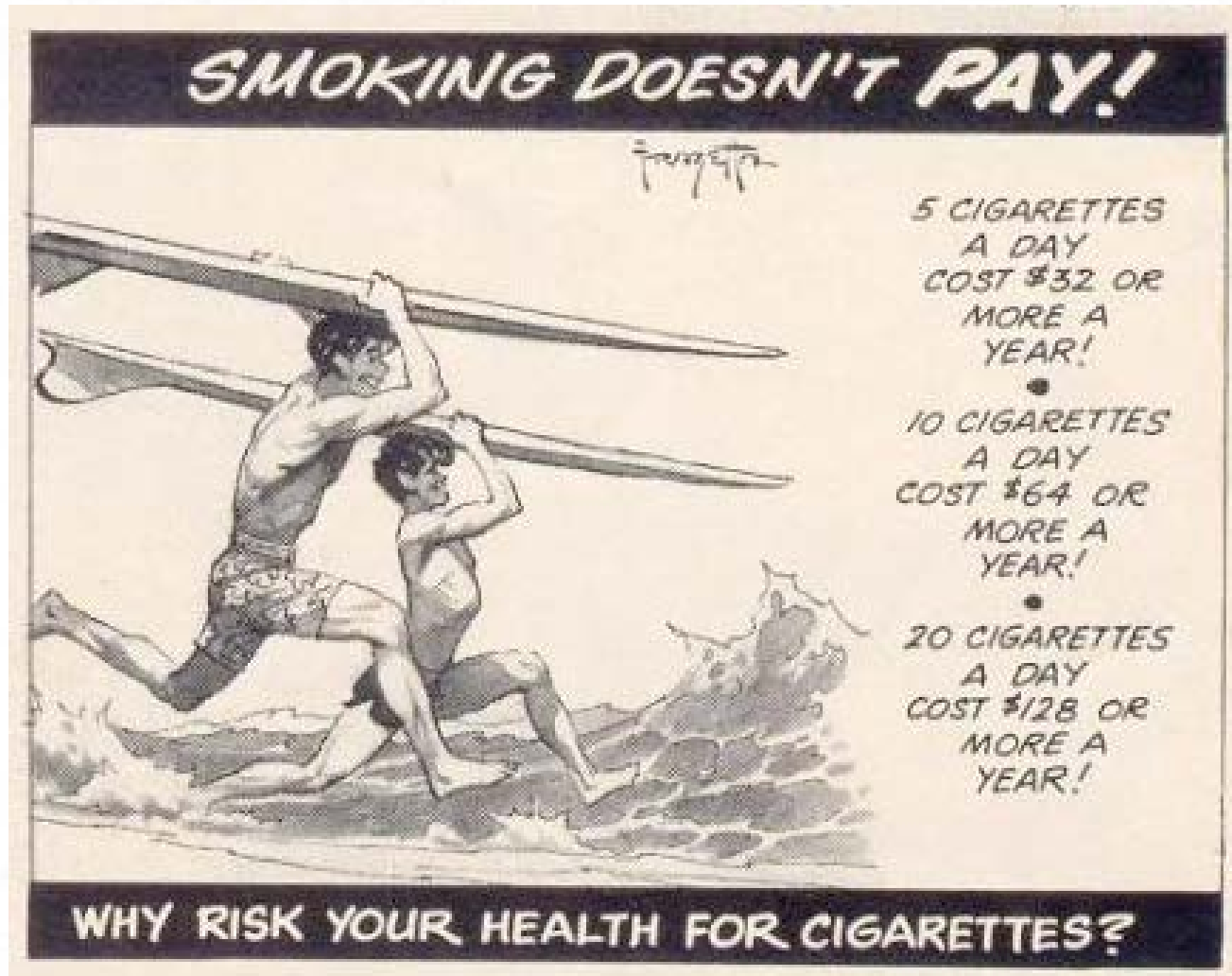


IAMFUNNYSHIRTS.COM

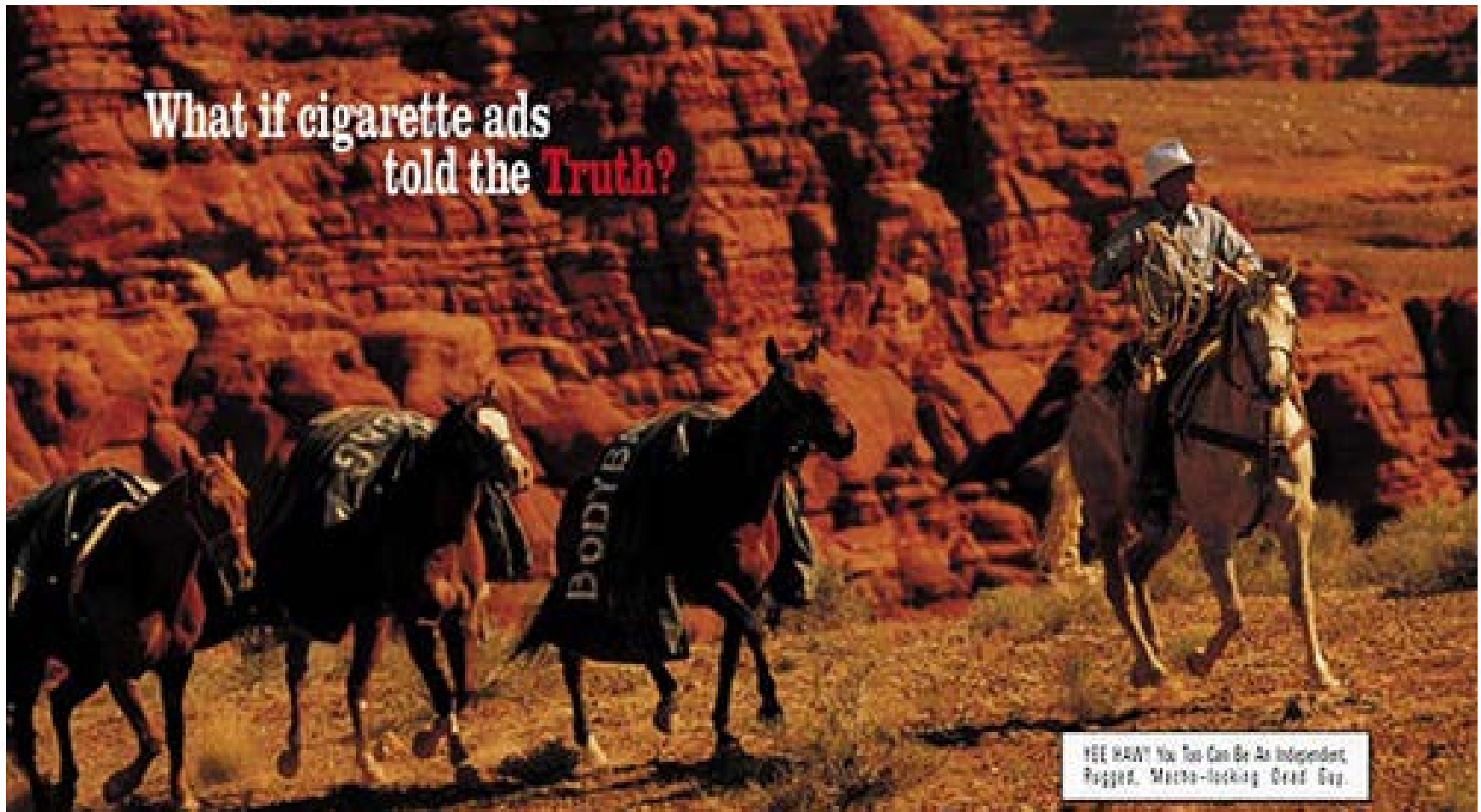
Why does framing matter?

People will respond differently to the same core idea depending on how the idea is described

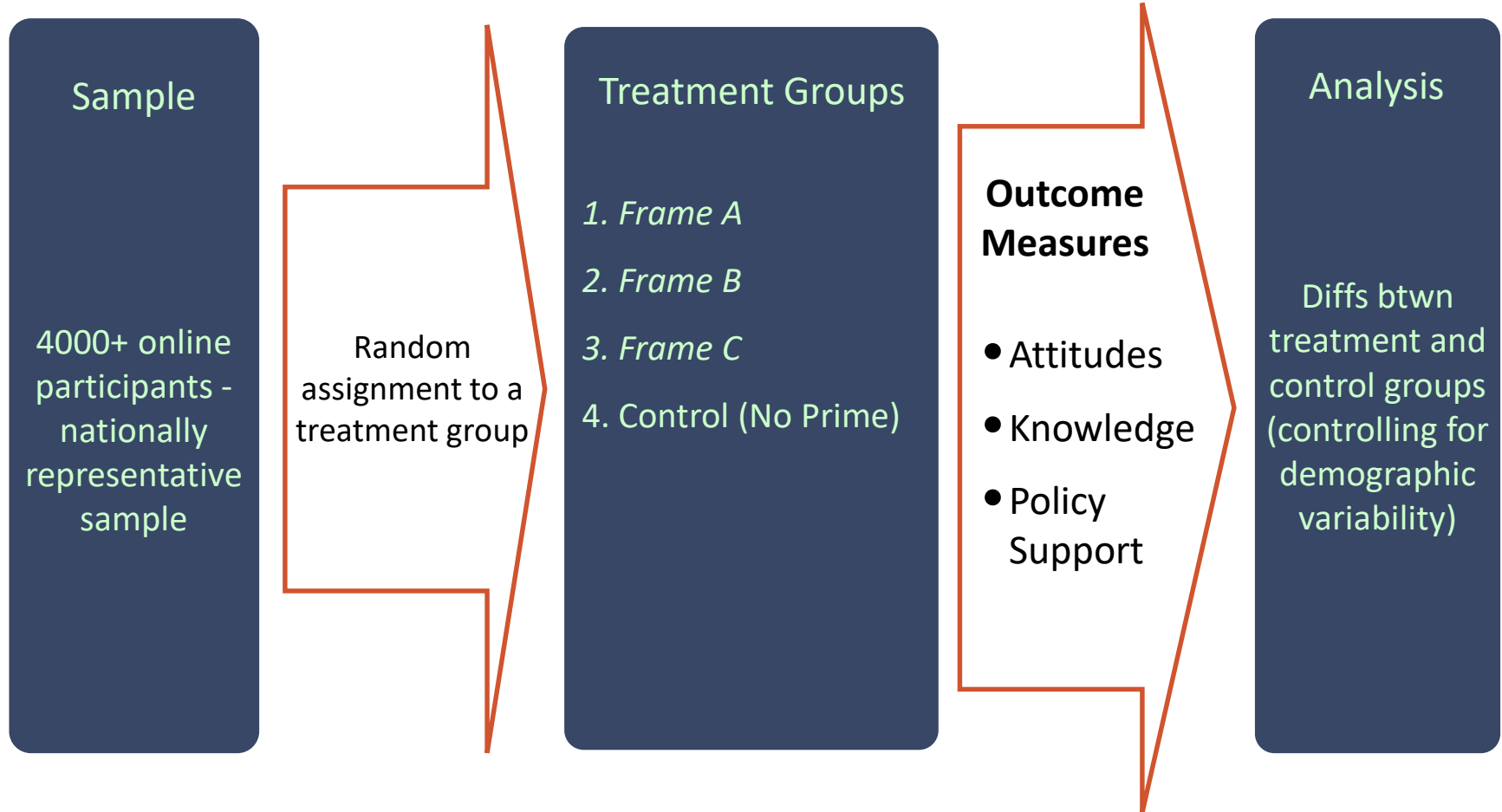
Shift the Conversation



Shift the Conversation

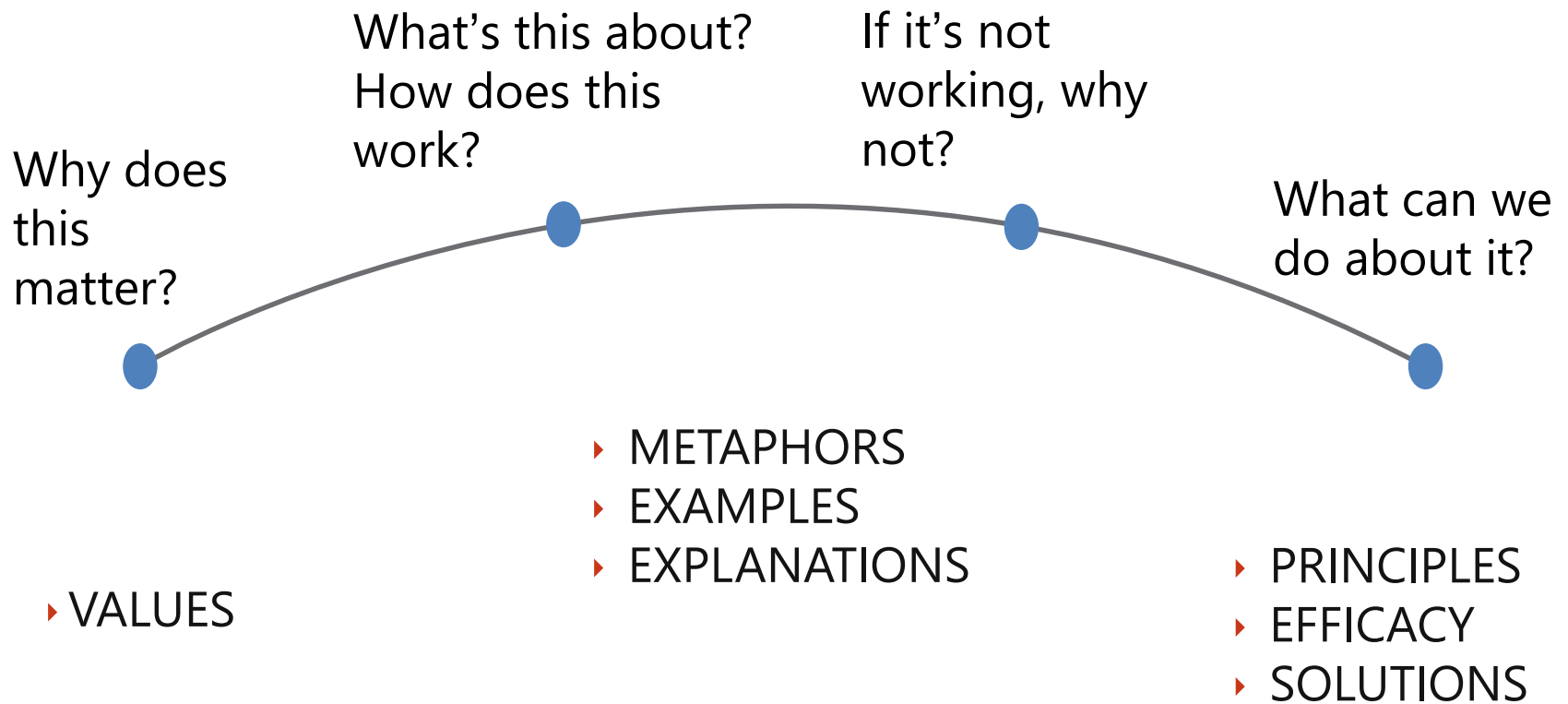


Research-based Communications



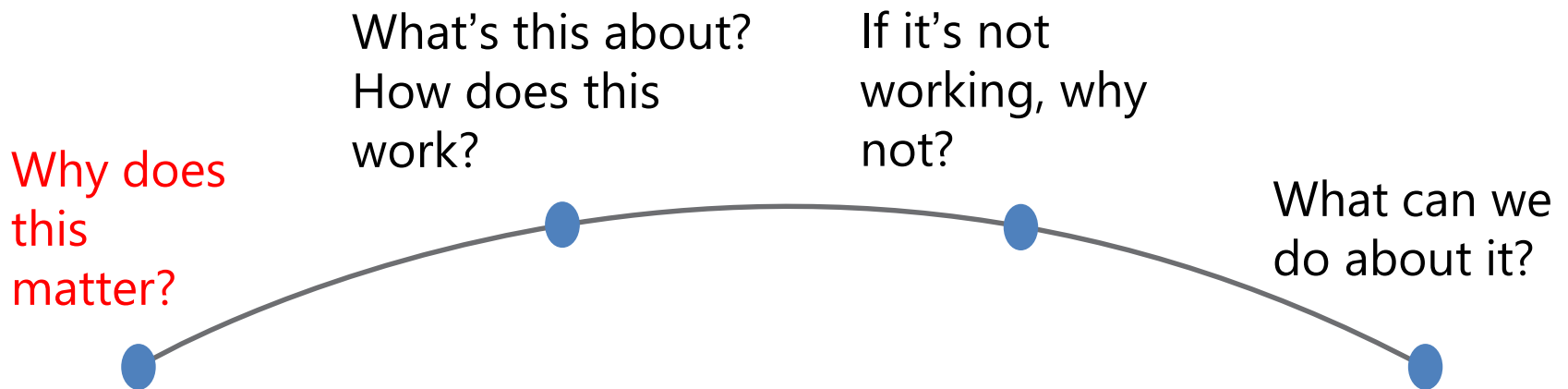
A Well-Framed Story Arc:

Answering the public's big questions about social issues



A Well-Framed Story Arc:

Answering the public's big questions about social issues



Human Potential:

Human services help everyone to reach our potential, so we can all contribute fully to our communities

Human Potential



Your issue matters because...

“When we support well-being, we make sure that everyone can reach their potential and fully contribute to our communities.”

Redirect public perceptions from:

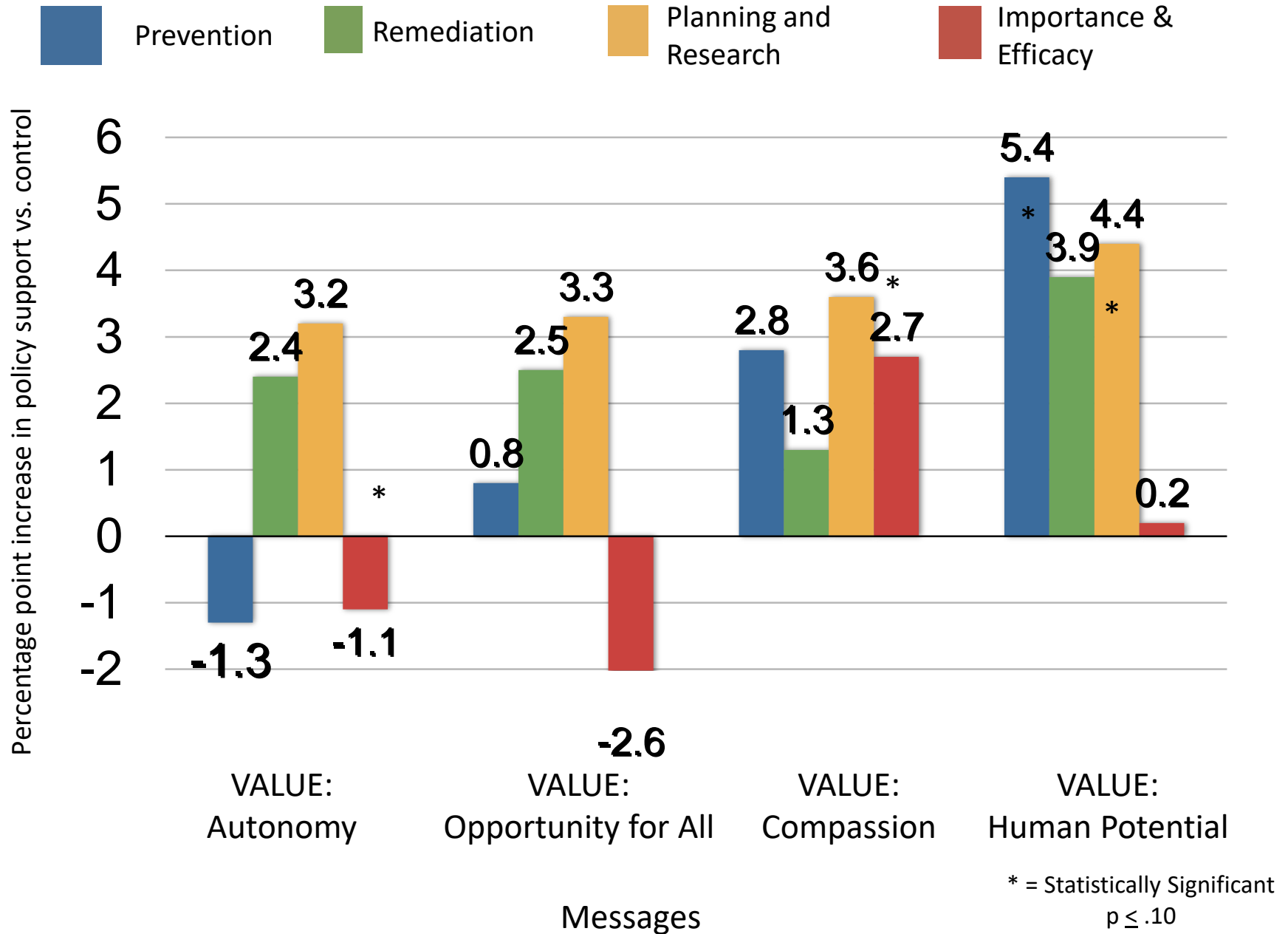
- Individuals are Responsible
- Well-Being = Financial Self-Sufficiency
- Well-Being = Physical Health

Conveys human services as:

- Applicable to everyone
- When people reach their full potential, everyone benefits



Which Value works? That's an empirical question.



Human Potential



Follow

This [#HungerActionMonth](#), join [@FeedingAmerica](#) to help people reach their full potential: bit.ly/29JTnv7.



7:54 AM - 15 Sep 2016

11 Retweets 18 Likes

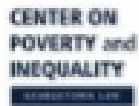


11

18



Human Potential



Center on Poverty

@GtownLawPovCntr

Following



How do you make sure that everyone has the chance to shine, to unleash the potential they have to contribute - [@SenatorHassan](#)
[#UnequalStart](#)

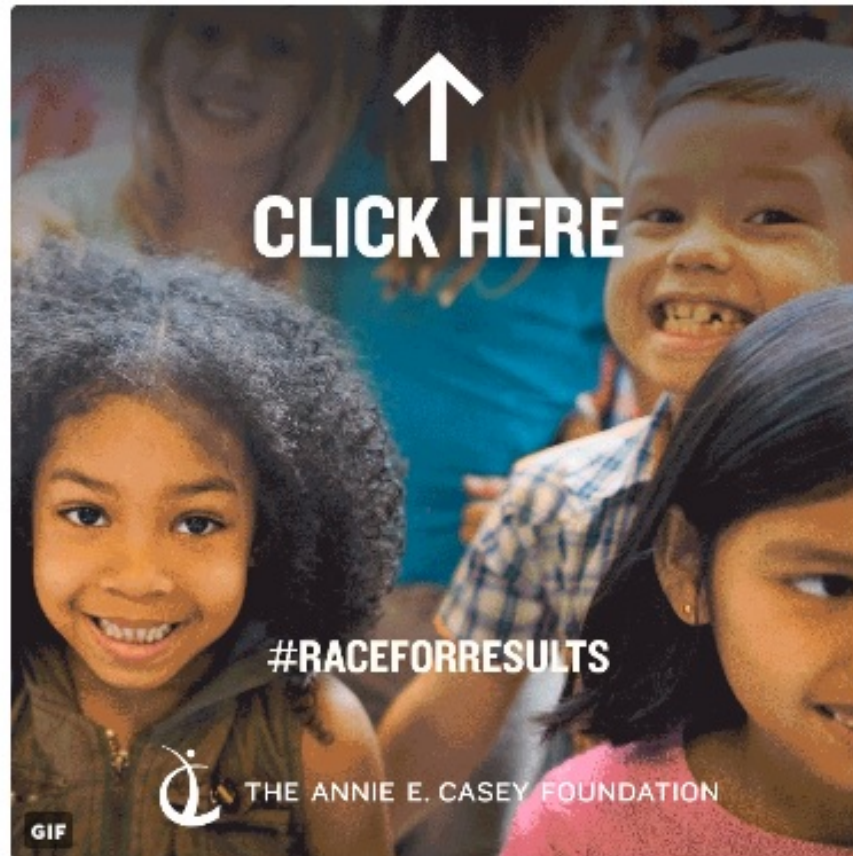
Human Potential



Annie E. Casey Fdn
@AECFNews

Following

For America to reach its full economic and moral potential, all kids must have the opportunity to thrive: bit.ly/2i28S7d



Human Services Council

Framed with Vulnerable

HSC strengthens the not-for-profit human services sector's ability to improve the lives of New Yorkers in need.

Reframed with Potential

HSC strengthens New York's nonprofit human services sector, ensuring all New Yorkers, across diverse neighborhoods, cultures, and generations reach their full potential.

Framed with Individual

Every human being shares the same human need for food, water, and a safe place to live. In fact, you could say these are the ingredients for good health.

By five years old, our food and fitness preferences are often set. Which makes the link between our childhood and adult health strong. It's also easier to learn a good habit than break a bad one!

Roughly one-third of Texas children are overweight or obese. HealthStart fills the urgent need for early health education today so our children and communities can thrive tomorrow.

Reframed with Potential + Community

Health Start helps children to build strong brains and bodies so they can reach their full potential and contribute to our communities. We do this by working with childcare centers, schools, and health care clinics so children can establish good health habits early in life.

Roughly one-third of Texas children are overweight or obese, which can lead to significant health problems later in life. By five years old, our food and fitness preferences are often set. Which makes the link between our childhood and adult health strong. It's also easier to learn a good habit than break a bad one!

Framing Activity

“What do you do?”

We often answer this question with our title or our organization. What if we responded with the WHY of what we do?

Imagine that you’re introducing yourself at a party or networking event.

Set up your work with Human Potential, using the Value before mentioning particulars.

Example: *I’m Nancy, and my work makes sure that the gifts and talents of older Americans remain available to our communities after they retire. I run a program that taps their skills for volunteer-run organizations.*

Write your introduction on an index card. Then we will share them with the group.

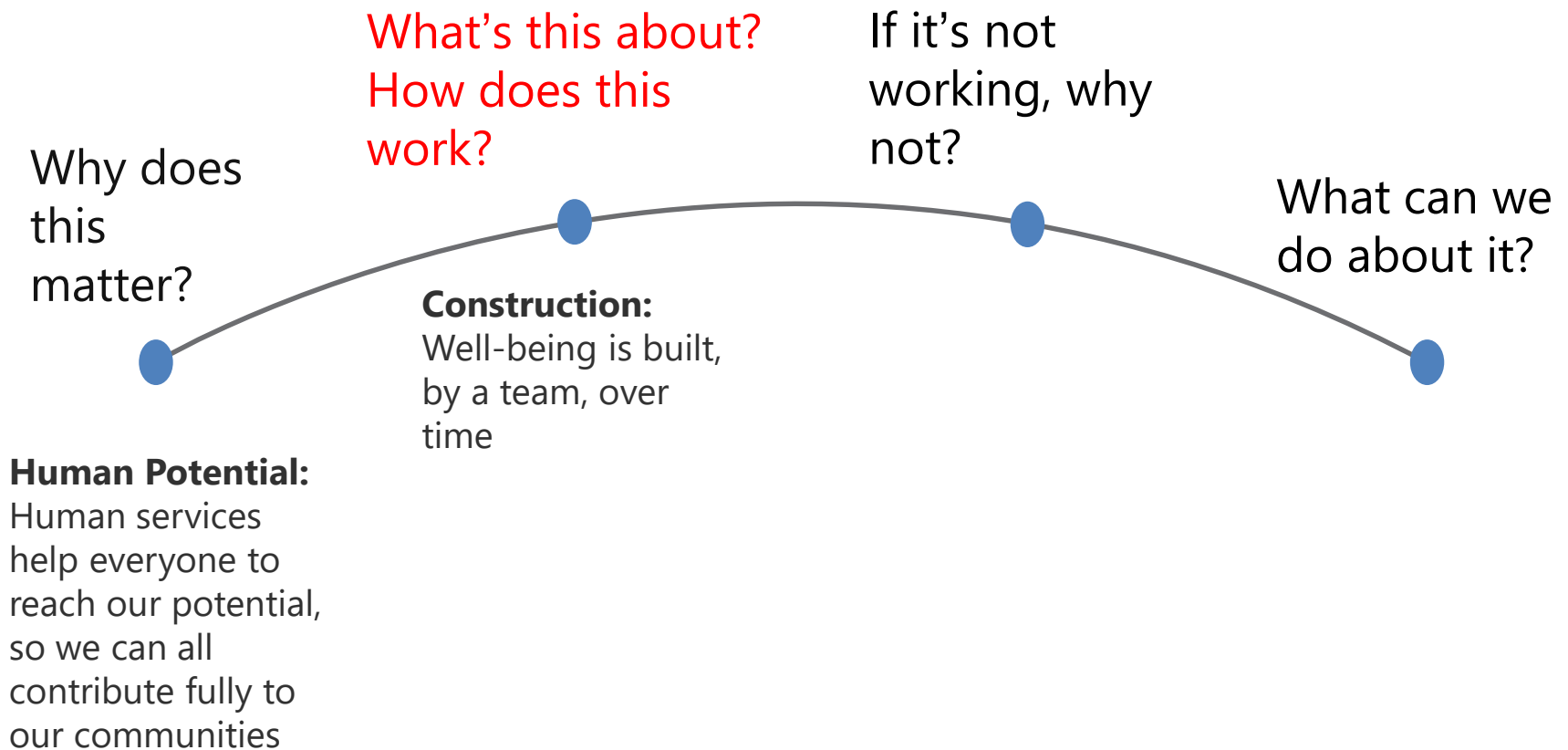
Metaphors Help You Navigate the Swamp

Uses the power of analogy
to channel attention to
certain features of an issue
- and redirect attention
away from others



A Well-Framed Story Arc:

Answering the public's big questions about social issues



Building Well-Being

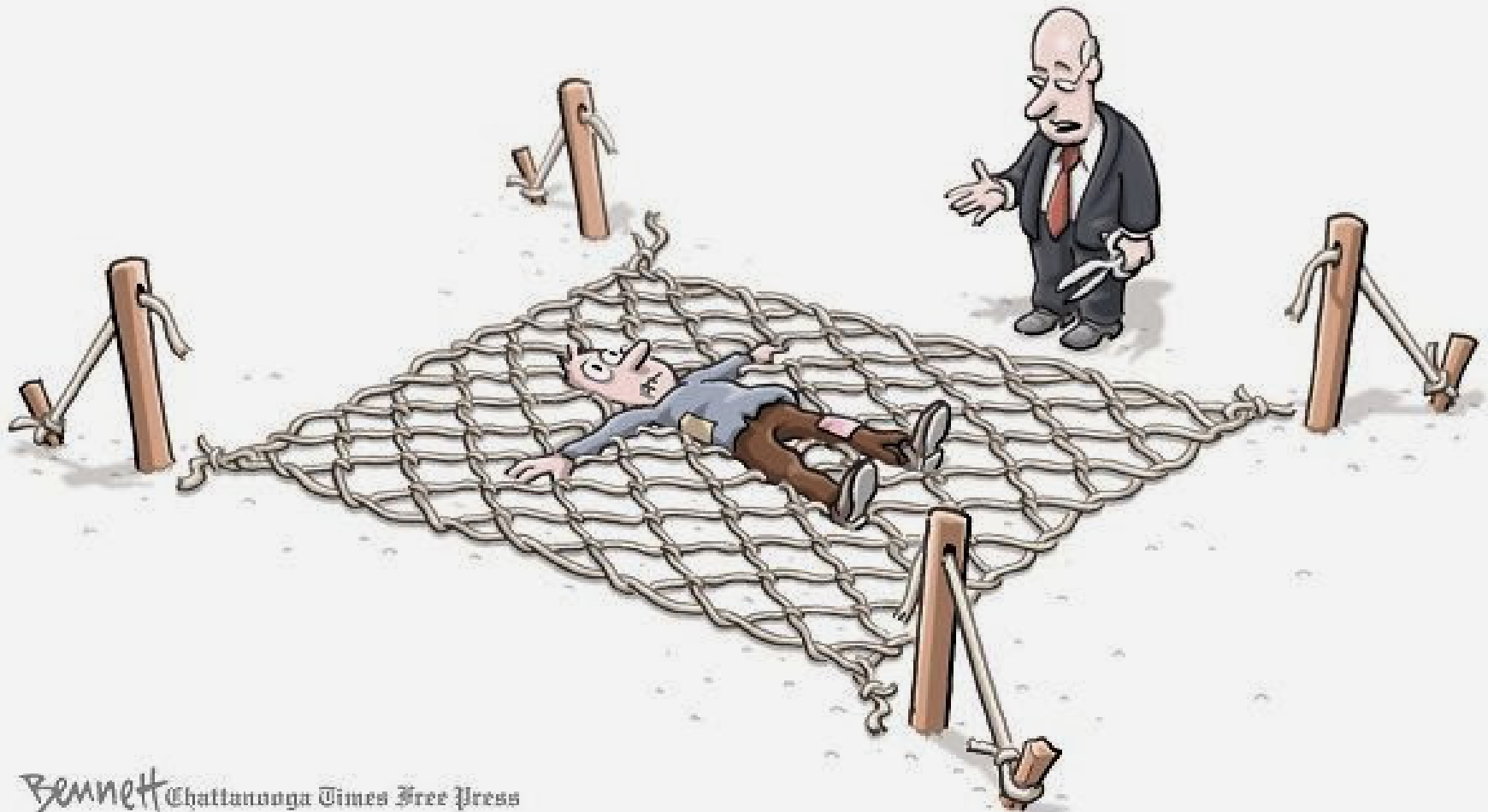
Emphasizes *the need for support and reinforcement* throughout a lifetime

Describes well-being as something much *more than meeting basic needs*

Implies a sense of *communal responsibility* (can't build a house by yourself!)



'We can't let the social safety net become a hammock.'



Bennett Chattanooga Times Free Press



Human Services Collaborative of Greater Peoria



Building A Greater Community

Community well-being is the set of values, principles, policies and programs which enable *everyone* to reach their potential and fully contribute to a community.

The mission of the Human Services Collaborative is to build a greater Peoria area by recognizing the impact of—and leveraging support for—*everyone's well-being*.

Well-being is built just like a home is built.

A home is not a collection of boards and nails and shingles. It contains all those pieces and more, but it doesn't become a great place to live until everything is correctly fastened together. Similarly, a community provides well-being when *everyone* can access economic stability as well as educational, cultural and social opportunities; everyone has medical care; and everyone feels cared for and safe. Only then can individuals reach their full potential.

Framed with Crisis + Individual

For over 50 years, Caritas of Austin has been a turning point in peoples' lives. Each year, we serve thousands of families and individuals who do not have a stable place to call home. Through comprehensive, relationship-based services, we turn crisis into stability and empowers people toward the life they want. We believe that a thriving community derives its strength from providing all members the opportunity to be self-reliant.

Reframed with Explanation

Caritas of Austin believes that when every person has a stable place to call home, they can realize their full potential and contribute to our community. We build wellbeing by making sure that people have a safe home, access to healthy groceries, jobs that provide a reliable living wage, and educational opportunities to learn life skills. All of us need a sturdy foundation and layers of support in our lives to thrive; that's what creates a strong community. Our innovative, personalized and proven approach to building wellbeing and ending homelessness creates a more vibrant Austin for everyone.

Framed with Crisis

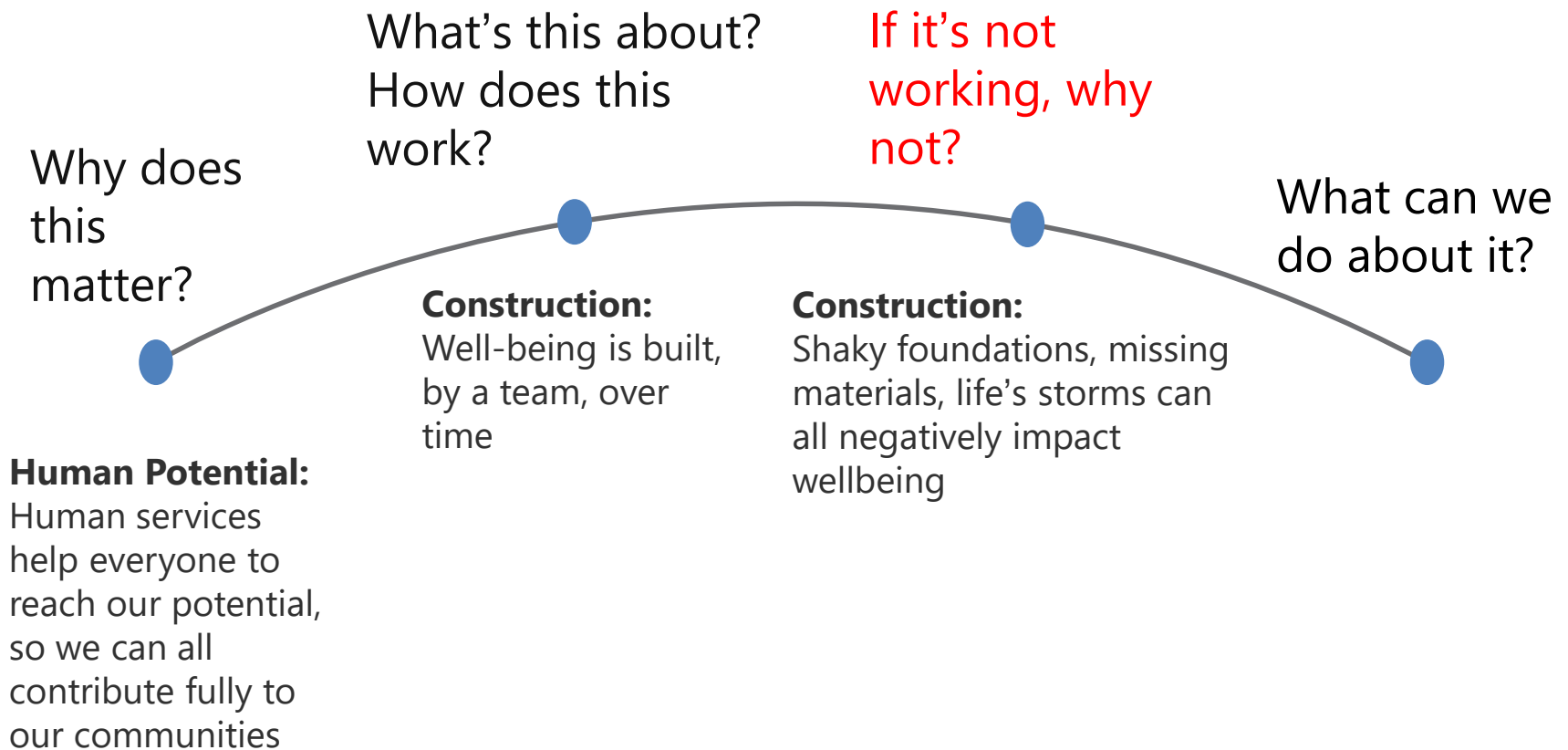
Austin Travis County Integral Care provides community-based behavioral health and developmental disabilities services in Travis County, administering an annual budget of \$72 million of local, state and federal funding at 46 physical facilities. In the last year, Integral Care served more than 26,000 individuals and families, offering numerous services and programs year-round. Individuals receiving services at Integral Care are often in dire need of care and have a single or combined diagnosis of developmental disabilities, persistent mental illnesses, and/or substance use.

Reframed with Explanation

Integral Care helps build health and well-being so everyone has the foundation to reach their full potential. We support adults and children living with mental illness, substance use disorder and intellectual and developmental disabilities in Travis County. Our services include a 24-hour helpline for anyone who needs immediate support, ongoing counseling to improve mental health, drug and alcohol treatment to help with recovery, and housing to regain health and independence. Integral Care helps provide a strong foundation for well-being.

A Well-Framed Story Arc:

Answering the public's big questions about social issues



One Voice Central TX

Framed with *Vulnerable Populations*

ABOUT US

One Voice Central Texas is a coalition of the leadership of over 85 nonprofit health and human service organizations unified by the common value that people come first. We represent the community's support network for children and the elderly, opportunity youth, the hungry and the homeless, persons with disabilities, those who are illiterate, those who are immigrants, and victims of violence. We are also the voice for all of the rapidly growing populations in our community who are unable to access a standard of living that supports their health, safety, security, and general welfare.

OUR MISSION:

The mission of One Voice Central Texas is to convey the human service needs of the Austin area community to policy makers and the public and to support member organizations in meeting these needs.

Reframed with *Life Cycle*

WHO WE ARE

One Voice Central Texas is a coalition of the leadership of almost one hundred nonprofit health and human service organizations working to make sure that everyone can contribute to our community and thrive. We represent the integrated network of human services that connects everyone of all ages and circumstances to social resources, opportunities, and support so that each person can reach their highest potential. We are the voice for those in the community who may have difficulty weathering the life storms that affect all of us.

OUR MISSION:

One Voice Central Texas influences and educates policy makers and the public about what it takes for everyone in our community to thrive, and ensures our members have the tools and resources to be effective.

Leading the Conversation

Framed with Vulnerable Populations

Our nonprofit organization is dedicated to helping those in need live healthy, productive lives. Since 1899, we have supported and empowered America's most vulnerable groups, including veterans, seniors, people with disabilities, the homeless, those recovering from addictions, and other at-risk individuals. In collaboration with other nonprofits, we are able to advocate for the most vulnerable among us.

Reframed with **Construction/Life's Storms**

Our nonprofit organization believes everyone should have the opportunity to reach their full potential and contribute to their community. We provide the bricks and mortar of sturdy well-being: social relationships, opportunities to maintain physical fitness, access to counseling or other supports for mental health. When these materials aren't available, people may have difficulty weathering the life storms that can affect all of us - a layoff, the loss of a loved one, a lingering health concern. Since 1899, we have helped to shore up the foundations of well-being, through advocacy, research, and direct services.

Framing Activity

Your group will be assigned a broad area of human services work.

Work together to “map” different examples of that work to the Construction metaphor. Try to come up with about 5 examples and how you might describe them using this tested Explanatory Metaphor.

*Quality Health Care= reinforces a weakening foundation
or builds resilience over time*

*Basic needs assistance = essential materials for maintaining a sturdy
structure that can weather life’s storms*

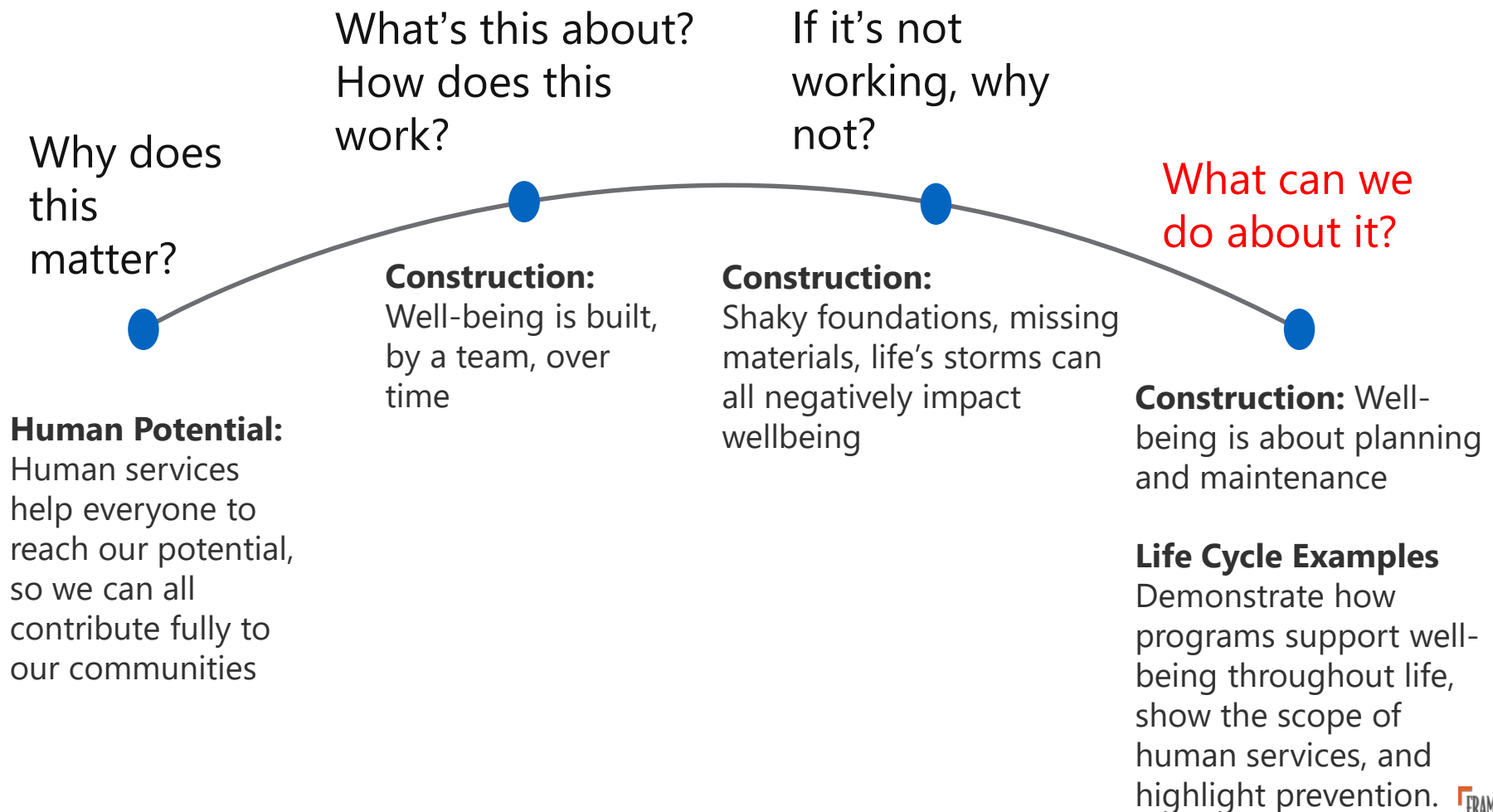
Mentors = architects helping to design a young person’s future

Bonus points for creativity! Double bonus points for using the Reframe Card!

Work for 15 minutes, then we’ll share out.

A Well-Framed Story Arc:

Answering the public's big questions about social issues



Examples Help You Navigate the Swamp

Illustrate particular facets of an issue, focusing on those that deepen understanding, motivate engagement, and drive policy support



Life Cycle Examples

- ***Be specific. Drop jargon.*** Offer concrete examples to help people understand what the term means.
- ***Provide examples of planning, prevention, and remediation.*** Offering examples of the different *types* of services, reinforces a broader understanding of the functions of human services.
- ***Emphasize a diverse array of recipients.*** Given the default assumption that human services are *only* for people living in poverty, use examples to illustrate how we *all* rely on human services at points in our lives. *Broadening understanding of recipients is critical to cultivate support for human services.*

Source: FrameWorks Institute, *Handed to them on a Plate: Map the Gaps Report*, 2013.

Life Cycle Example

Our state relies on nonprofits to build and support well-being so that our state's residents have what they need **at every stage of life** to do well socially, emotionally, financially, and physically.

This includes delivering services **in early childhood** that establish a solid foundation for health and development, providing the safe places and social resources that **young people** need to thrive, making sure that **adults** have access to good jobs and affordable homes, and ensuring that **older adults** are able to remain connected to their communities.

Leading the Conversation

Framed with Vulnerable Populations

Hunger is everywhere: It's in your community and very likely in your children's school. Many people think that direct aid to working families – welfare, food banks, even tax credits – create dependency. “Let's give people a hand up, not a hand out,” they say. This belief may make for a nifty sound bite, but it flies in opposition to the facts.

Research shows that if you give aid to a family, you increase the chances that the child will not live in poverty as an adult. If we want to end poverty in America, we need to give families more support, not less.

Reframed with **Construction/Storms/Life Cycle**

When people are hit by an unexpected life storm—such as getting laid off during a recession or needing to care for an aging parent—we help to rebuild their well-being with a variety of human services. This includes advocating for income assistance and maintaining robust food banks – both useful tools for creating a strong foundation and a thriving community. We know from our research that well-nourished children do better in school, adults with access to healthy food are less likely to suffer from diabetes and obesity, while older adults need good nutrition to stay robust and active in their community.

Which of these *Life Cycle* Examples is framed most strategically?



- a) Violence threatens Americans in every stage of life: infant neglect, childhood sexual trauma, and elder abuse are all occurring at epidemic proportions in our society.
- b) When we establish a strong foundation for well-being through early learning programs, build on it through advocacy for youth development, and shore it up through opportunities to stay engaged throughout adulthood and later life, we make sure that our communities remain safe and vibrant.
- c) Children who participate in early learning programs have benefits throughout their lifespan, from academic gains in elementary school, to decreased absences from school as adolescents, to reduced involvement in crime as adults.

Which of these *Life Cycle* Examples is framed most strategically?



- a) Violence threatens Americans in every stage of life: infant neglect, childhood sexual trauma, and elder abuse are all occurring at epidemic proportions in our society.
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Alliance

*for Strong Families
and Communities®*

A Blueprint for Strong Families and Communities

The Alliance for Strong Families and Communities believes that **our country thrives** when everyone is able to **reach their full potential**. Our strategic action network of hundreds of social sector organizations across the nation works with millions of people each day to help them **build, maintain, and restore** their **physical, emotional, social, and economic well-being...**

To guide our policy focus and collective advocacy efforts, the Alliance network launched a series of conversations to identify the **foundational and structural building blocks that all families and communities need to foster well-being over the lifespan...**

The following represents **the building blocks that are essential** for creating and sustaining the well-being of families and communities...



Alliance
*for Strong Families
and Communities®*

A Blueprint for Strong Families and Communities

The following represents **the building blocks that are essential** for creating and sustaining the well-being of families and communities:

- Employment that provides sustainable income, economic mobility, and comprehensive workforce supports
- Affordable, preventive, fully integrated health care, regardless of income
- Healthy, livable homes in safe, secure neighborhoods
- Safe, stable, nurturing relationships and environments, including quality care options across the lifespan
- Educational success that begins with nurturing and supportive families and continues with early childhood development through post-secondary advancement

Collective Action

A Blueprint for Strong Families and Communities
Public Policy Platform



Alliance

*for Strong Families
and Communities*

alliance1.org

AVOID

Leaving “human services”
for the public to define narrowly

Charity work

Safety net for the vulnerable

PROBLEM PROBLEM PROBLEM
solution?

ADVANCE

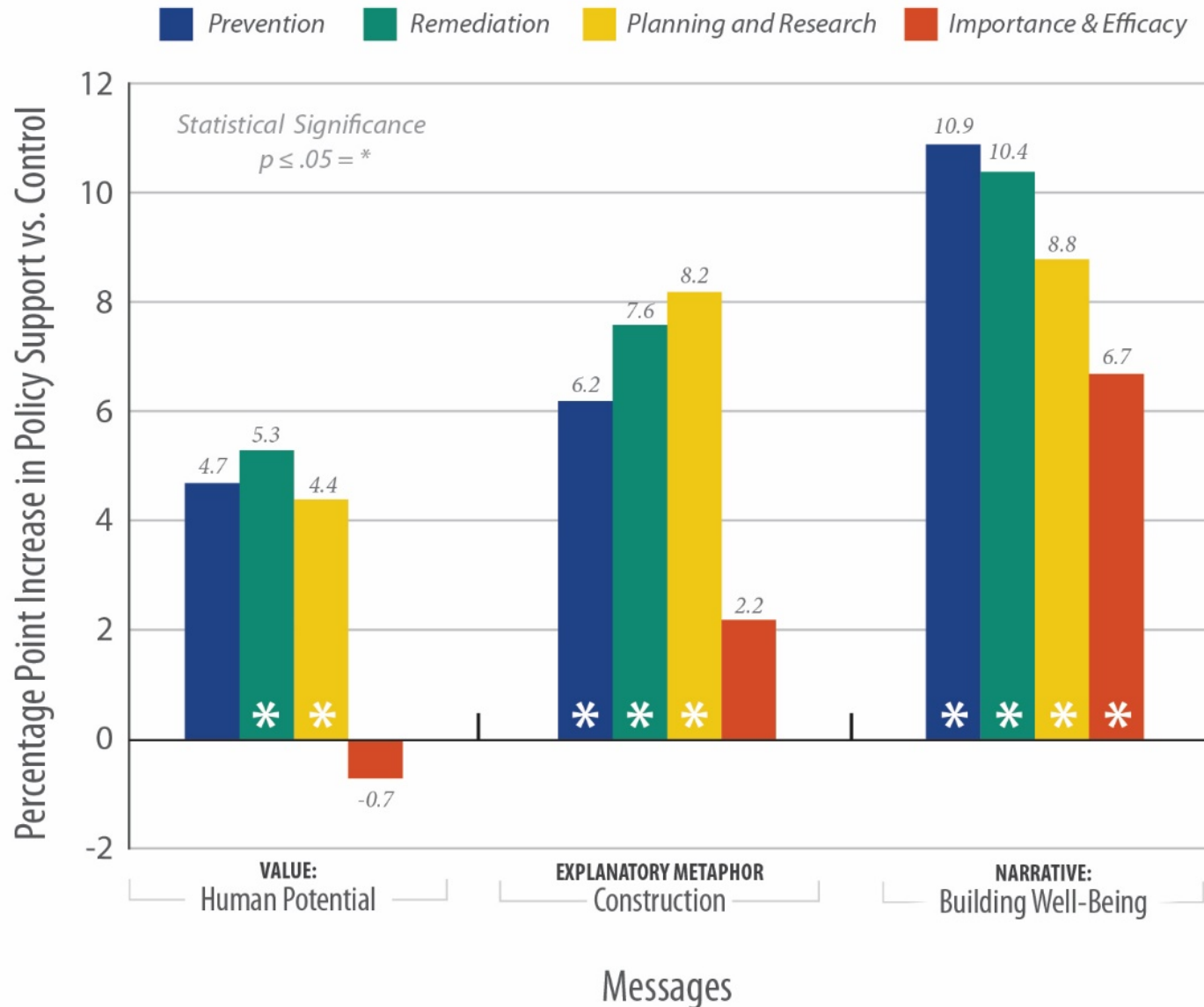
Broader, fuller picture of the sector:
research, advocacy, direct services

Skilled, essential profession

Varying supports for all kinds of
people

problem
SOLUTIONS SOLUTIONS
SOLUTIONS

Reframing is Most Effective with a Complete Narrative





REFRAMING HUMAN SERVICES NETWORK

*Bringing new clarity to human needs
and human services.*

- Join the Reframing Network Newsletter
- Request a Workshop or Presentation
- Explore Additional Tools and Resources

http://www.nationalassembly.org/get_involved

Get Started on Reframing



Talking Points



FAQs



Message Cards

<http://frameworksinstitute.org/toolkits/humanservices>

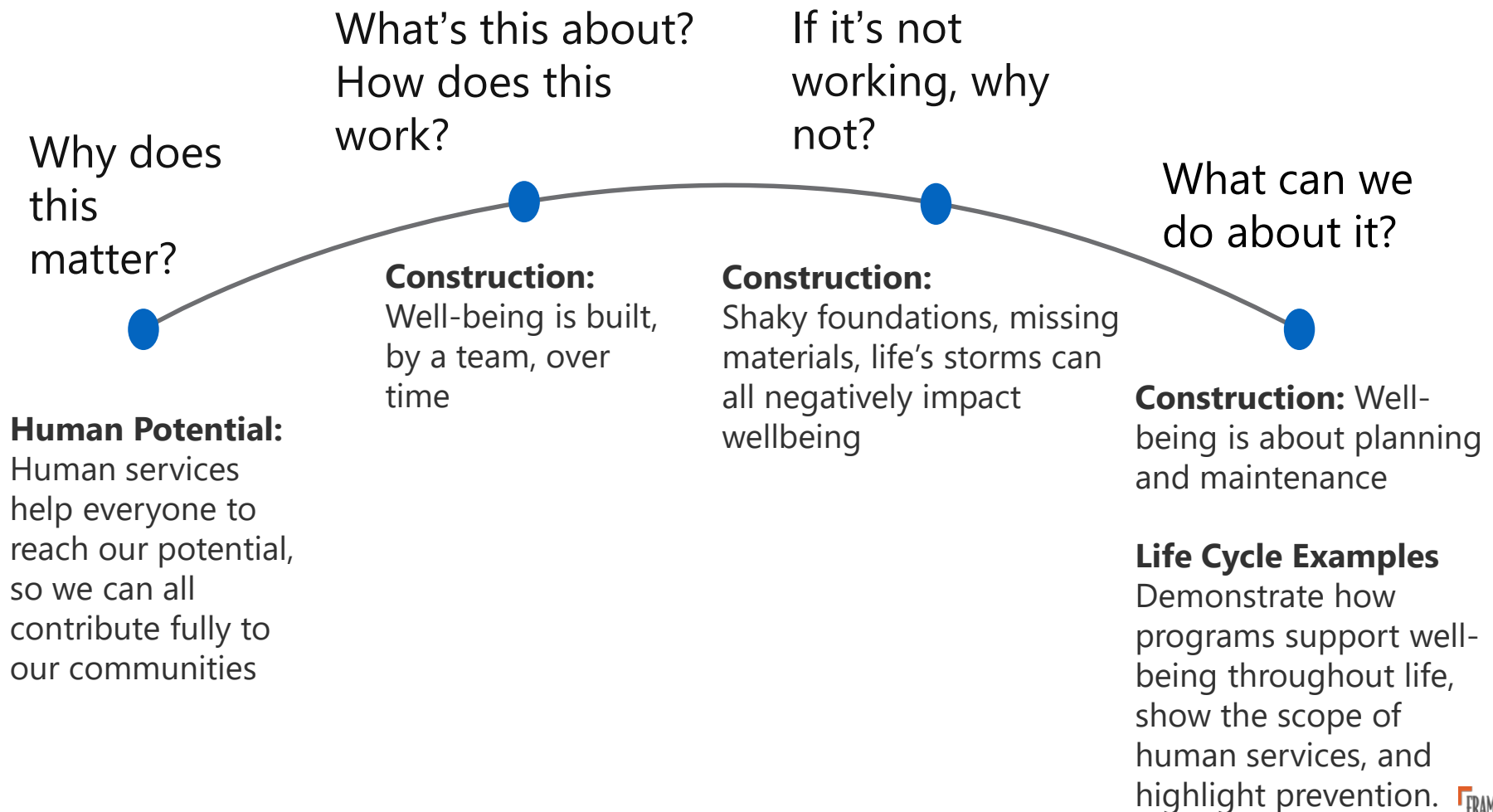
Framing Activity

Write a brief description of your organization using the Building Well-Being Narrative Arc.

- Remember WHY
- Be Explicit about Community Benefits
- Assume Zero Information
- Use the Life Span to Normalize and Expand
- Ditch the Jargon

A Well-Framed Story Arc:

Answering the public's big questions about social issues



Five Tips for Successful Reframing Implementation

1. Commit to the Building Well-Being Narrative

- Mind the Swamp
- Engage with Potential, Explain with Construction, Normalize with the Life Cycle

2. Start with the Basics

- About Us, Boilerplate, Mission Statement

3. Get Organizational Buy-in

- Executive Director, Board
- Communications, Development, Advocacy Staff

4. Institutionalize

- Brand Guidelines
- Communications, Fundraising, Advocacy Strategies AND Procedures
- Staff/Board Onboarding

5. Embrace the Awkward (*it gets easier*)

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