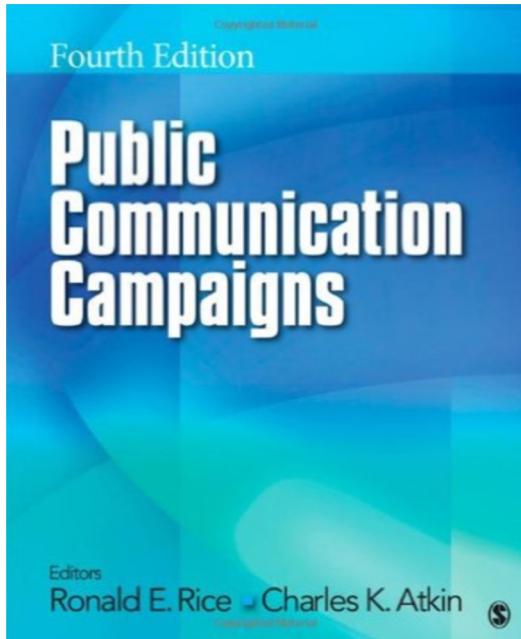


Seeds for Success

- Strategy
- Theory
- Research

Read (at least) one of these articles



An Audience–Channel–Message–Evaluation (ACME) Framework for Health Communication Campaigns

Seth M. Noar, PhD¹

Recent reviews of the literature have indicated that a number of health communication campaigns continue to fail to adhere to principles of effective campaign design. The lack of an integrated, organizing framework for the design, implementation, and evaluation of health communication campaigns can contribute to this state of affairs. The current article introduces an audience–channel–message–evaluation (ACME) framework that organizes the major principles of health campaign design, implementation, and evaluation. ACME also explicates the relationships and linkages between the varying principles. Insights from ACME include the following: The choice of audience segment(s) to focus on is a design effort that often influences message design choices, including message strategy and channel/channel options. Although channel selection influences options for message design, choice of message design also influences channel options. Evaluation should not be thought of as a separate activity, but rather should be infused and integrated throughout the campaign design and implementation process, including formative, preimplementation, implementation, and evaluation. Overall, health communication campaigns that adhere to this integrated set of principles of effective campaign design will have a greater chance of success than those using principles idiosyncratically. These design, implementation, and evaluation principles are embodied in the ACME framework.

Keywords: health communication; campaign; media; intervention; theory; practice; evaluation

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Health mass media campaigns are a critically important tool used to influence the health of the public. Recent large-scale examples include the Truth antismoking campaign (Parrelly, Davis, Haviland, Noar, & Johnson, 2009), VERB physical activity campaign (Haberman et al., 2008), and National Youth Anti-Diabetes campaign (Hornik, Jacobsohn, Orwin, Piesse, & Kalton, 2008). Recent reviews chronicle the scores of both large and small campaign efforts undertaken to influence numerous health indicators in the United States and internationally (Bertrand, O'Reilly, Denison, Anhang, & Sweet, 2006; Hornik, 2002; Noar, 2006; Randolph & Viswanath, 2004; Snyder et al., 2008). Despite challenges and successes, the challenges that exist at the beginning of the 21st century (Mokdad, Marks, Stroup, & Gerberding, 2004), campaigns will likely continue to be a widely used tool.

To maximize the potential of campaigns, campaign developers and evaluators should use the sets of principles and generalizations for guiding effective campaign design (Backer, Rogers, & Sorenson, 1992; National Cancer Institute, 2000; Randolph & Viswanath, 2004; Stoney, 1987; Salmon & Atkins, 2003) and evaluation (Hornik, 2002; Noar, Paltingreen, & Zimmerman, 2009). Recent reviews of campaigns, however, reveal a disconnect between effective campaign design and evaluation principles on the one hand, and campaign practice on the other. For instance, recent reviews have found that (a) more than half of campaign efforts report no formative research efforts (Noar, Paltingreen, Chabot, Dobransky, & Zimmerman, 2009); (b) a majority of campaigns are not theory based (Noar, 2006; Noar, Paltingreen, Chabot, et al., 2009; Randolph & Viswanath,

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Special Issue: Medicine, Humanity and Media

Health communication campaigns: A brief introduction and call for dialogue

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Keywords:
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Health intervention
Message design
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This article provides a brief introduction to health communication campaigns as an important method for health promotion. The general approach to campaign development is described and patterns of campaign effects across behavioral contexts are noted. Several high-profile campaigns in the United States and abroad are described. Theoretical perspectives from communication are also discussed. The article urges greater efforts to document and understand diverse campaign experience around the world. © 2020 Chinese Nursing Association. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nd/4.0/>).

What is known?

• Accumulated experience in health communication campaigns highlights a systematic approach to campaign development, implementation, and evaluation.
• Health communication campaigns have varying effects across behavioral contexts.

What is new?

• This article introduces the general principles of health communication campaigns and discusses major patterns of campaign effects.
• Several case studies are presented to highlight critical learning from these high-profile campaigns.
• The article urges greater efforts to document and understand diverse campaign experience around the world.

1. Introduction

Communication campaigns are broadly defined as “purposive attempts to inform or influence behaviors in large audiences within

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a specified time period using an organized set of communication activities and featuring an array of mediated messages in multiple channels generally to produce noncommercial benefits to individuals and society.” [1] Health communication campaigns have become a major part of the public health and political agenda globally and are often considered critical components of broad intervention efforts, such as cancer and tobacco control [2–4]. As a way of illustration, this article will briefly describe the general approach to health communication campaigns and some of the underlying communication issues and concerns. A few notable health communication campaigns conducted in the United States are briefly described. The purpose of this article is not to provide a comprehensive review of the vast campaign literature, but to delineate a basic framework for meaningful discussions for campaign researchers from diverse backgrounds. The case studies presented in this article do not mean to be examples to follow, but opportunities to develop critical insights that might have relevance in broader intervention contexts.

2. General approach to health communication campaigns

Health communication campaigns are often discussed in the contexts of health education interventions and/or social marketing programs. Although the three types of efforts are often intertwined, important differences exist. Some education interventions are carried out entirely in clinical or institutional settings without necessarily engaging mass-reaching media. Social marketing

Why is planning so important?



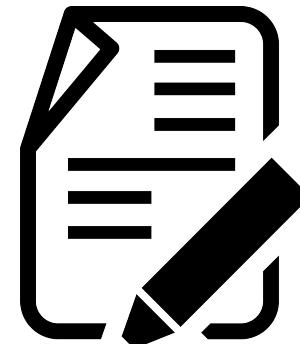
Why is planning so important?

- “A goal without a plan is just a wish”
- “If you fail to plan, you are planning to fail”
- “You must plan for success, not hope to get there by chance.”



More specific to the campaigning context

- The first phase in designing any campaign is the planning phase
 - Select issues/behaviors to address
 - Select audience
 - Find out everything you can about
 - Why, what, for whom, etc... a certain health issue exists
- This all informs objectives of the campaign
 - Many campaigns are not specific enough in what they are trying to achieve
 - Others want to achieve too many things at once
- This phase requires great effort
 - Or all else will fail



Planning = Professionalism & Expertise

“Communication is seen as ‘soft’. While programme development and practice are seen as requiring expertise and the thoughtful consideration of best practices, communication is an ‘anyone can do it if you have to’ task. It is time to retire this thinking. Doing communication strategically requires the same investment of intellect and study that these other areas have been accorded.”



Rose, 2005. How to win campaigns

Planning steps

- Assess the health issue or problem and identify all the components of a possible solution (e.g., communication, changes in policy, or services).
- Answer: Is it a communication problem?
- Define your goal & specific objectives.
- Learn about the causes of the issue and who is affected by it
- Identify your target audience and find out what they know
- Explore settings, channels, and activities to reach intended audiences.
- Identify potential partners and develop partnering plans.
- Develop a (theory-based) communication strategy for the target audience
- Draft a plan.

CommLibs activity sheet

CommLibs

Lead Campaign Planner: _____

A major health-related issue is _____.

As a result, _____
(Group, Organization)
has decided to address it using a communication campaign.

The specific goal of the campaign will be to

(#1) _____ ,

(#2, if applicable) _____ ,

(#3, if applicable) _____ .

The target audience will consist of _____ .

In order to reach this target audience, messages will be put on the following media
channel(s): _____ .

Messages will attempt to _____ the target audience
(verb)

in order to get them _____ .
(to engage in behavior, to know how to, other concrete goal/achievement)



How to plan? By specifying three things:

- Goal
- Objective(s)
- Primary audience

- Goal

- more eligible cancer patients will take part in cancer clinical trials
- more Americans will avoid fatal heart attacks

- Objective

- by 2005, 75 percent of Americans will know that participating in cancer research studies may be an option for them
- by 2005, 50 percent of rural adults over age 40 will know the warning signs for a heart attack and what to do if they occur

- Audience

- Americans
- Rural adults over 40

[Log in](#)

Search HealthyPeople.gov [Go](#)

Topics & Objectives [Leading Health Indicators](#) [Data Search](#) [Healthy People in Action](#) [Tools & Resources](#) [Webinars & Events](#) [About](#)

Midcourse Review

Summary of progress made toward targets by topic area

Sort By Topic Area Target met or exceeded Improving Little or no detectable change Getting worse Baseline Informational

Number of Measurable Objectives

Topic Area	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90
Immunization and Infectious Diseases	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
Tobacco Use	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
Maternal, Infant, and Child Health	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
Environmental Health	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
Injury and Violence Prevention	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100

NEW

Check Out Our Midcourse Review Interactive Infographics!

See progress data for Healthy People 2020 objectives and Leading Health Indicators.

Get started.

Goal & Objectives Exercise

- Go to healthypeople.gov
- Go to topics & objectives
- Pick one topic and develop
 - Goal
 - Objective



Goals/Objectives should be SMART

- What does SMART stand for?

Goals/Objectives should be SMART

- What does SMART stand for?



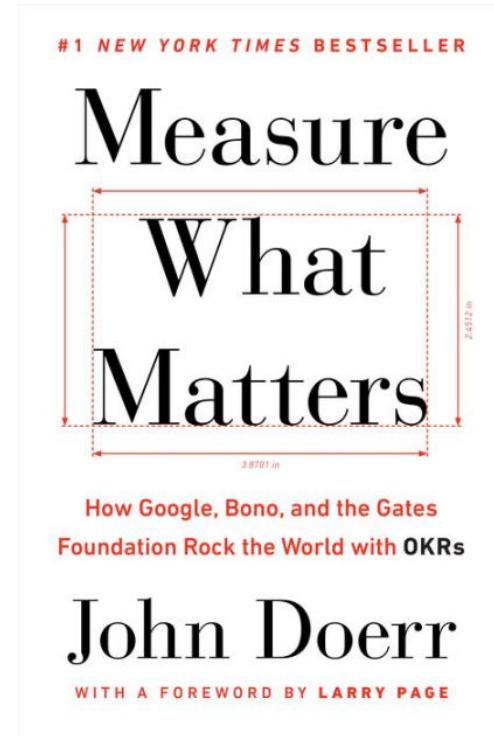
Goals/Objectives should be SMART

- Specific
- Measureable
- Achievable
- Realistic
- Time-phased

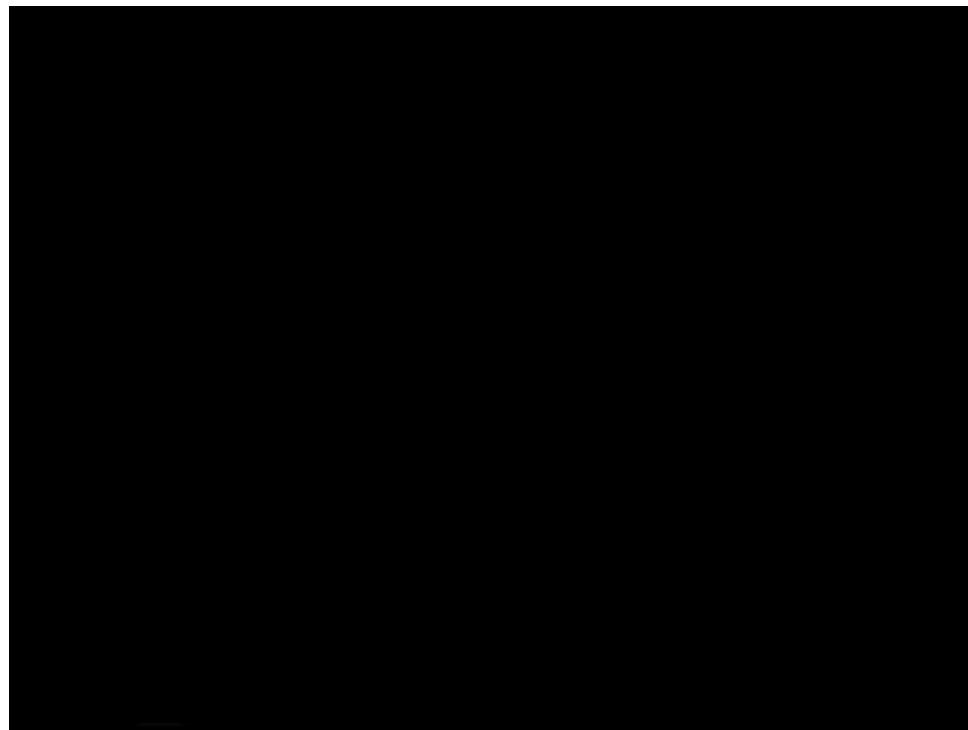


How to set goals and specify objectives?
Borrow from the management and marketing fields!

- Role of goal-setting in business
- “MBO”
- “Smart goals”
- “OKRs”



Grove (Intel) on OKR



Example: OKRs

Objectives

and

Key Results

INTEL CORPORATE OBJECTIVE

Establish the 8086 as the highest performance 16-bit microprocessor family, as measured by:

KEY RESULTS (Q2 1980)

1. Develop and publish five benchmarks showing superior 8086 family performance (Applications).
2. Repackage the entire 8086 family of products (Marketing).
3. Get the 8MHz part into production (Engineering, Manufacturing).
4. Sample the arithmetic coprocessor no later than June 15 (Engineering).

Goal & Objectives Exercise

- Pick one topic for healthypeople.gov that interests you (can be same as before)
- Create
 - One GOOD pair of goals/objectives
 - One BAD pair of goals/objectives



Facebook

- <https://developers.facebook.com/docs/marketing-api/buying-api#campaigns>

How to Set the Right Campaign Objective

Facebook has -as of now- 11 different campaign objectives (some of them only usable if you've installed the Facebook pixel):

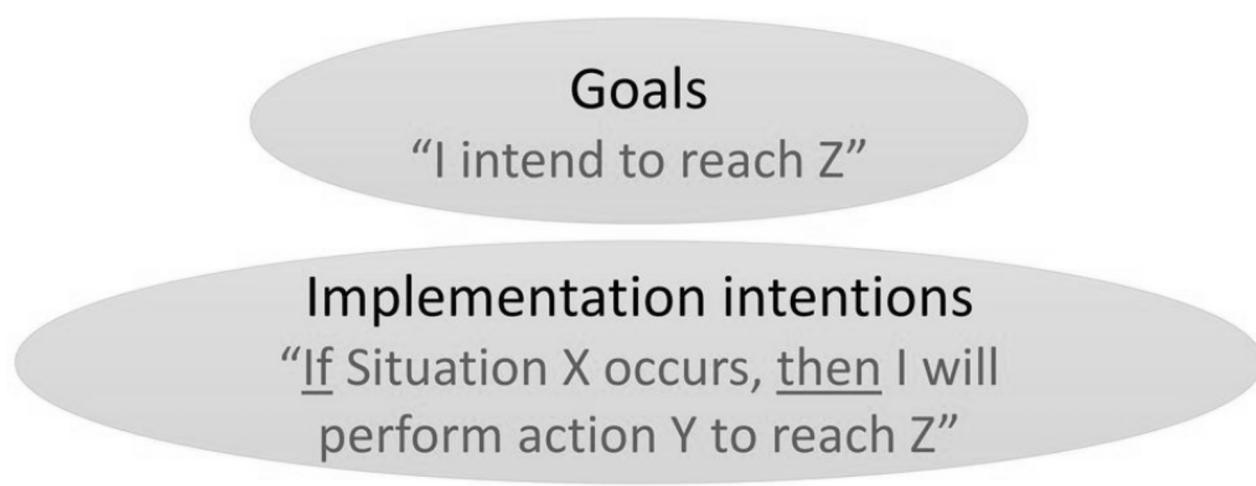
- 1 [Brand awareness – Local awareness](#)
- 2 [Reach](#)
- 3 [Traffic](#)
- 4 [Engagement](#)
- 5 [App installs](#)
- 6 [Video views](#)
- 7 [Lead generation](#)
- 8 [Messages](#)
- 9 [Conversions](#)
- 10 [Product catalog sales](#)
- 11 [Store visits](#)

Awareness	Consideration	Conversion
Brand awareness	Traffic	Conversions
Reach	Engagement	Catalog sales
	App installs	Store visits
	Video views	
	Lead generation	
	Messages	

Why does goal-(and objective)-setting work?

Gollwitzer, P. (1999) Implementation Intentions. Strong effects of simple plans. American Psychologist

Why does goal-(and objective)-setting work?



Gollwitzer, P. (1999) Implementation Intentions. Strong effects of simple plans. American Psychologist

A warning about goals!



A warning about goals!

Goals Gone Wild: The Systematic Side Effects of Overprescribing Goal Setting

by Lisa D. Ordóñez, Maurice E. Schweitzer, Adam D. Galinsky, and Max H. Bazerman



A warning about goals!



WARNING

Goals may cause systematic problems in organizations due to narrowed focus, increased risk taking, unethical behavior, inhibited learning, decreased cooperation, and decreased intrinsic motivation.

Use care when applying goals in your organization.

*My opinion:
Goals are still useful &
necessary to have*

Ordonez et al. (2009). Goals Gone Wild. Academy of Management Perspectives
Cf. Goodhart's Law: If a measure becomes a target, it ceases to be a good measure

One more important issue to consider

Avoid the planning fallacy !



The planning fallacy is that you make a plan, which is usually a best-case scenario. Then you assume that the outcome will follow your plan, even when you should know better.

— Daniel Kahneman —

AZ QUOTES

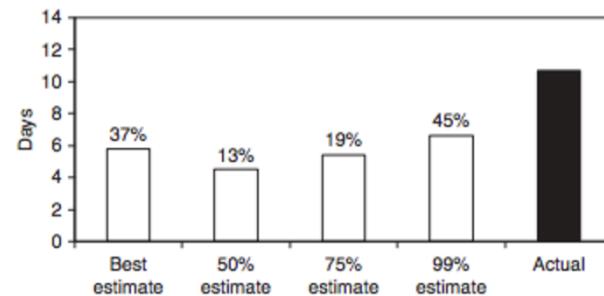
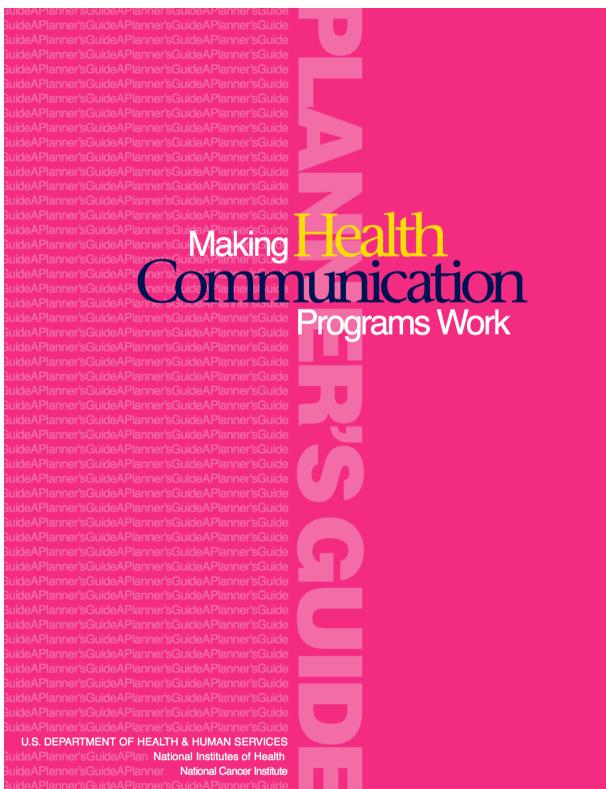


Figure 1.2 Predicted completion times for academic tasks corresponding to specified probability levels. Numbers above bars represent the percentage of projects finished by predicted time (Buehler et al., 1995).





Communication Planning Forms and Samples

The following is a listing of forms and samples that appear in this appendix.

Stage 1: Planning and Strategy Development

- Communication Program Plan
 - Sample Promotion Plan
 - Partnership Plan
 - Evaluation Plan
- Strategy Statement/Creative Brief Template

Stage 2: Developing and Pretesting Concepts, Messages, and Materials

- Sample Focus Group Screener Form
- Sample Focus Group Moderator's Guide
- Sample Intercept Questionnaire

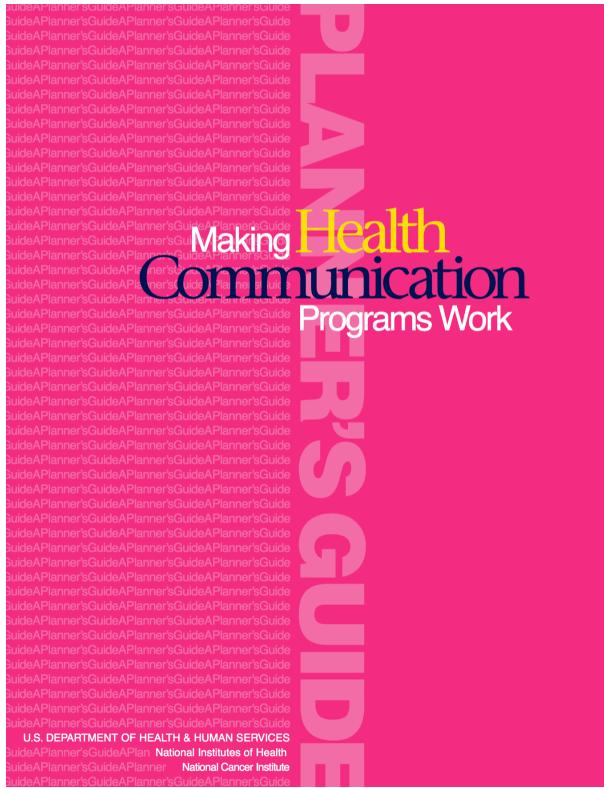
Stage 3: Implementing the Program

- Breast Cancer Materials User Survey
- Breast Cancer Risk Assessment Tool Evaluation: Summary of Responses

Communication Research Methods

Please also see Stage 2 forms listed above.

- Producing Rough-Cut Video for Pretesting/Theater Testing
- Sample Theater-Style Pretest Questionnaire
- Sample Script for Hosting a Theater-Style Test
- Tabulating Responses to Closed- and Open-Ended Questions
- Average Ratings for Commercial Ads to Help Interpret Standard Pretesting Questions



Communication Program Plan

Overview

Name of Program:

Sponsoring Agency:

Contact Person:

Issue or Problem to Be Addressed:

Evidence of Need (why the program is being developed):

Program Objective(s):

Communication Objective(s):

Primary intended audiences (in priority order; include pertinent characteristics and rationale):

Secondary intended audiences (in priority order with rationale):

Market Research

Market Research Plans (include pretesting):

Activities (list for each intended audience):

Planning campaigns

