

A group of people, including men, a child, and a woman with a baby, are walking across a traditional wooden bridge made of logs and palm fronds. The background shows lush greenery and palm trees under a clear blue sky. The text 'SIHI COMMUNICATION STRATEGY 2018' is overlaid in large white letters.

SIHI COMMUNICATION STRATEGY 2018

A critical review of SIHI communication
activities & tools

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INTRO

- Communication Strategy informed by key stakeholders
- Research method/s include interviews & questionnaires
- Info gathered from 23 participants, including: policy makers, innovators, community leaders, researchers, funders, international agencies & nongovernmental organizations

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INTRO

This strategy review aims to:

- 1. Explore** the effect of the communication tools developed
- 2. Critically evaluate** the significant investment made
- 3. Make recommendations** regarding the future activities

A photograph of two women walking on a dirt road in a rural, lush green environment. The woman on the left is wearing a red and yellow patterned dress and carrying a large, woven basket on her head. The woman on the right is wearing a grey top and a colorful patterned skirt, carrying a black plastic container on her head. The background is filled with tall grass and trees under a clear blue sky.

LOOKING BACK

2014 – September 2018

GENERAL OVERVIEW

- Established in Oct 2014 by 4 x partners
- 4 new academic partners joined in 2017
- Grew to 8 partners in 2018
- Communication portfolio hosted by 3 x different institutions

GENERAL OVERVIEW

Work to date can be divided into 3 x stages:

- **Launch** Oct 2014 – Dec 2016
- **Expand** Jan 2017 – Dec 2017
- **Refine** Jan 2017 – Sep 2018

AUDIENCE

- Exceptionally broad and diverse
- Based in different continents & countries
- Fulfilling different roles

EVOLUTION & MESSAGING

As SIHI evolved, the communication function adapted accordingly:

Communication work started at a **global level**



but became more locally appropriate at **country level**

The main focus shifted from social innovation **in general**



to a more **research focused agenda**

A shift **from innovators** as the main target audience



to a **broader current audience** (researchers)

**“IT HAS MORPHED OVER THE YEARS, IT
KEEPS CHANGING. THE BACKBONE OR THE
PILLARS ARE THE SAME, BUT THE
STRUCTURE KEPT ON CHANGING.”**

**“WE’RE STILL WORKING TO
INSTITUTIONALIZE IT AT THE DIFFERENT
LEVELS, AND IDENTIFY CHAMPIONS.”**

CRITICAL REVIEW

1. Communication material look & feel
2. Brand identity
3. Photos and imagery
4. Website
5. SIHI booklet (Case Compendium)
6. SIHI Partner Brochure - do we have anything on this?
7. Posters & pull up banners
8. Films
9. Operating procedures

1. COMS MATERIAL, LOOK & FEEL

Described as:

- Fresh, colourful, human-centered, professional, beautiful, powerful, interesting, engaging
- Appropriate to the audiences we are reaching out to
- Brought colour, vibrancy and a human-centeredness to an otherwise very academic landscape

**SOCIAL
INNOVATION
IN HEALTH
INITIATIVE**

www.socialinnovationinhealth.org

LOGO

**“I REALISED THE IMPORTANCE OF HOW WE FRAME
& COMMUNICATE THINGS. PEOPLE NEED TO GET
ATTRACTED THROUGH THEIR EMOTIONS FIRST, THE
BEAUTY OPENS A DOORWAY TO THEIR HEADS.”**

**“IT GIVES HOPE SOMEHOW. THE SOLUTIONS
ARE PRESENTED, NOT THE PROBLEMS.”**

2. BRAND IDENTITY & CO-BRANDING

Positive

- Positioned as a shared initiative amongst several partners
- Designed to be inclusive, global and innovative, fresh
- Provided a coherent and appealing identity across all SIHI activities & outputs by multiple partners

Negative

- Challenges on partner level to stay culturally & locally appropriate

www.socialinnovationinhealth.org



World Health
Organization



For research on
diseases of poverty
UNICEF • UNDP • World Bank • WHO



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FAMILY OF LOGOS

**“THE BRANDING IS HELPFUL. IF A STAKEHOLDER
ENCOUNTERS THE COLLATERAL INDEPENDENTLY,
THE BRANDING HELPS TO TIE IT TOGETHER. IT
SPEAKS THE SIHI LANGUAGE ACROSS ALL
MATERIAL.”**

**“BUT SOMETIMES IT’S A BIT OF A DOUBLE-
EDGED SWORD. WE APPRECIATE THE SIHI
BRANDING, BUT MIGHT NEED TO ADD
LOCALIZED BRANDING.”**

“WE HAVE A LOT OF RESEARCH BEING DONE IN OUR COUNTRY. NEW THINGS HAPPENING WITH MONEY THROWN AT IT, ALWAYS ATTACHED TO THE BIGGER NAMES, LIKE W.H.O. PEOPLE BECOME SKEPTICAL - ARE YOU ONLY DOING THIS BECAUSE THEY ARE PUSHING IT AND IT COMES WITH MONEY, OR IS THIS REALLY RELEVANT TO OUR COUNTRY?”

**“WHAT IMMEDIATELY CAPTURED MY ATTENTION
WAS THE INSTITUTIONS INVOLVED. IT LOOKED
LIKE A GOOD INITIATIVE, AND THE PARTNERS
ADDED CREDIBILITY.”**

3. PHOTOS & IMAGERY

Positive

- Images play a vital role, and can alienate an audience if it's not representative

Negative

- Diversity is not always represented (gender, age, ethnicity)



VISUAL IMAGERY

“THE IMAGERY MOSTLY FOCUSSES ON WOMEN, CHILDREN AND HEALTH WORKERS, WHICH DENOTES INCLUSIVENESS. THE GLIMPSES INTO THE CULTURAL & ENVIRONMENTAL SITUATIONS HELPED ME UNDERSTAND WHY HEALTHCARE DELIVERY IS HARD, IT HELPS TO PLEAD THE SIHI CASE.”

“I DON’T IDENTIFY WITH THE PICTURES. I AM FROM LATIN AMERICA, AND THE PICTURES HAVE MOSTLY AFRICAN REPRESENTATIVES.”

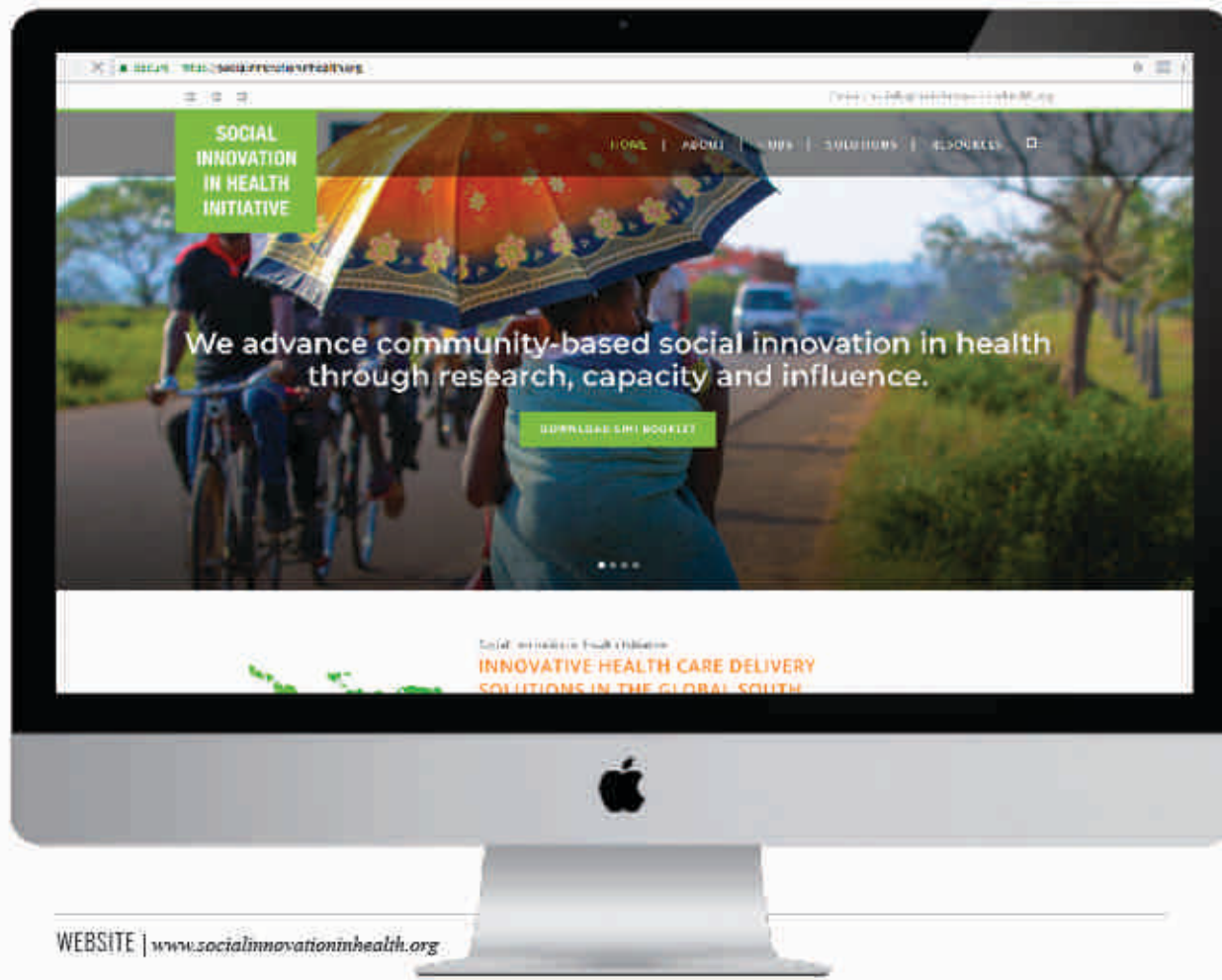
4.WEBSITE

Positive

- A crucial tool to help spread the word, inform colleagues & link to content
- Mostly used to access the films

Negative

- A little hard to find and to navigate
- The amount of info shared becomes overwhelming



WEBSITE | www.socialinnovationinhealth.org

**“IT IS SO IMPORTANT TO HAVE A CLEAR AND EASY-
TO-USE WEBSITE, AS THAT IS WHERE MOST
PEOPLE GO FIRST TO GET INFORMATION ABOUT AN
ORGANISATION.”**

“A BIGGER WEBSITE IS GREAT, IT SHOWS THE WHOLE PICTURE, YOU CAN SEE THE DETAIL, FIND SPECIFIC INFORMATION FROM DIFFERENT REGIONS AND IDENTIFY PEOPLE. YOU CAN ALSO LEARN FROM OTHERS AND HOW THEY DO THINGS.”

5.SIHI BOOKLET

The booklets are not really being used/referred to anymore, but have been replaced by the Case Compendiums as preferred tool

Positive

- Seen as a good overview of SIHI work to date
- Helpful, especially the content division into continent & country
- The scale shown is helpful, adds credibility
- Good marketing tool

SOCIAL
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INITIATIVE

CASE COMPENDIUM

2015 - 2018



6.PARTNER BROCHURE

Negative

- Mainly used at global level, but less effective for country level communication



1. NETWORK OF PASSIONATE INDIVIDUALS AND INSTITUTIONS

SIHI is a global network of passionate individuals and institutions committed to social innovation in health. The network was established in 2013 through the joint efforts of the University of Oxford, the Bill & Melinda Gates Foundation and the International Development Research Centre (IDRC). The network is now a global community of individuals and institutions committed to social innovation in health.

In 2015, the Gates Foundation, the Bill & Melinda Gates Foundation and the International Development Research Centre (IDRC) announced the launch of the Social Innovation in Health Initiative (SIHI). The initiative is a global network of passionate individuals and institutions committed to social innovation in health.

For more information, visit the SIHI website: www.sihi.org

SIHI is a registered charity in the United Kingdom (1093458) and the United States (501(c)(3) 27-4949874).



PHASE 1 (2014 - 2016)

- IDENTIFICATION OF SOCIAL INNOVATIONS IN HEALTH**
The SIHI team explored a wide range of health care innovation in health care across Africa, Asia and Latin America. The network was established in 2013 through the joint efforts of the University of Oxford, the Bill & Melinda Gates Foundation and the International Development Research Centre (IDRC).
- CASE STUDY RESEARCH**
Through a global network of passionate individuals and institutions, the SIHI team identified a number of social innovations in health. The network was established in 2013 through the joint efforts of the University of Oxford, the Bill & Melinda Gates Foundation and the International Development Research Centre (IDRC).
- SOCIAL INNOVATION FILMS**
The network produced a number of social innovation films. The network was established in 2013 through the joint efforts of the University of Oxford, the Bill & Melinda Gates Foundation and the International Development Research Centre (IDRC).
- COMMUNITY BUILDING CONFERENCES**
The network organized a number of community building conferences. The network was established in 2013 through the joint efforts of the University of Oxford, the Bill & Melinda Gates Foundation and the International Development Research Centre (IDRC).

PHASE 2 (2017 ONWARDS)

- SOCIAL INNOVATION RESEARCH PLANS**
The network developed a number of social innovation research plans. The network was established in 2013 through the joint efforts of the University of Oxford, the Bill & Melinda Gates Foundation and the International Development Research Centre (IDRC).
- IDENTIFICATION OF EXISTING-BASED SOCIAL INNOVATIONS**
The network identified a number of existing-based social innovations. The network was established in 2013 through the joint efforts of the University of Oxford, the Bill & Melinda Gates Foundation and the International Development Research Centre (IDRC).
- CASE STUDY RESEARCH**
Through a global network of passionate individuals and institutions, the SIHI team identified a number of social innovations in health. The network was established in 2013 through the joint efforts of the University of Oxford, the Bill & Melinda Gates Foundation and the International Development Research Centre (IDRC).
- ENGAGEMENT WITH THE SECTORS OF HEALTH**
The network engaged with a number of sectors of health. The network was established in 2013 through the joint efforts of the University of Oxford, the Bill & Melinda Gates Foundation and the International Development Research Centre (IDRC).
- SOCIAL INNOVATION EDUCATION**
The network provided a number of social innovation education programs. The network was established in 2013 through the joint efforts of the University of Oxford, the Bill & Melinda Gates Foundation and the International Development Research Centre (IDRC).
- TARGETED SUPPORT FOR SOCIAL INNOVATIONS**
The network provided targeted support for social innovations. The network was established in 2013 through the joint efforts of the University of Oxford, the Bill & Melinda Gates Foundation and the International Development Research Centre (IDRC).
- COMMUNITY BUILDING CONFERENCES**
The network organized a number of community building conferences. The network was established in 2013 through the joint efforts of the University of Oxford, the Bill & Melinda Gates Foundation and the International Development Research Centre (IDRC).

**“SHOWING THE COMPENDIUM, INCLUDING OUR WORK
ADDS A LOT OF WEIGHT, TO BE RECOGNISED UNDER
THE SIHI & WHO-TDR NAMES.”**

“IT’S A GREAT TOOL TO REFER TO AT MEETINGS. I ALWAYS HAVE IT ON MY DESK, IT GIVES SUCH A PROFESSIONAL IMPRESSION.”

7. PULLUP BANNERS & CASE OVERVIEW POSTERS

Positive

- Important marketing tools
- Sets the scene, creates the right mood to engage & gather
- Creates an openness to doing things differently



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SOCIAL INNOVATION IN HEALTH INITIATIVE

ADVANCING SOCIAL INNOVATION IN HEALTH IN THE GLOBAL SOUTH

LONDON SCHOOL OF HYGIENE & TROPICAL MEDICINE

UNIVERSITY OF CAMBRIDGE

WORLD HEALTH ORGANIZATION TDR



A PROUD PARTNER OF

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UNIVERSITY OF CAMBRIDGE

WORLD HEALTH ORGANIZATION TDR

BANNERS

LEARNER TREATMENT KIT (LTK) – MALAWI

Scaling existing malaria diagnosis and treatment by empowering teachers within primary schools

BACKGROUND

IMPLEMENTATION

IMPACT ON HEALTHCARE DELIVERY

KEY LESSONS FOR HEALTH SYSTEMS

SCALE, SUSTAINABILITY, & REPLICABILITY

World Health Organization | TDR | | | |

LAST MILE HEALTH – LIBERIA

Professionalizing community health workers to provide essential healthcare services to hard-to-reach areas

BACKGROUND

IMPLEMENTATION

IMPACT ON HEALTHCARE DELIVERY

OPPORTUNITY FOR SCALE

KEY LESSONS FOR HEALTH SYSTEMS

World Health Organization | TDR | | | |

POSTERS

“AT THE CONFERENCE PEOPLE WANTED TO TAKE PICTURES WITH THE BANNERS, AS A TIME STAMP OF WHERE THEY WERE, AND WHY. I AM SURE THOSE IMAGES WERE SHARED ON FACEBOOK AND INSTAGRAM — EXTENDING THEIR IMPACT.”

8. FILMS

Positive

- Considered as the most useful of all the tools
- Seen as professional, showcasing all the objectives & target groups
- There is a desire to repurpose the existing film material, disseminate it
- Certain countries need smaller versions of the films to disseminate

8. FILMS

Positive

- Ministries of health found it especially useful
- YouTube access is helpful
- Films beautifully capture local context in an authentic way
- Great aids in conveying the harsh realities of in-country context
- Fantastic tool to bring people into the room who can't be there otherwise
- Provides a level of affirmation to interviewees



SOCIAL INNOVATION HUB, Malawi



Malawi: capital of the warm heart of Africa

**“THE FILMS HAVE BEEN VERY USEFUL FOR US.
WE’VE BEEN USING THEM MANY TIMES, PEOPLE
ARE VERY RESPONSIVE TO THEM.”**

**“THEY HELPED ME GET AN UNDERSTANDING OF
SOCIAL INNOVATION IN HEALTH IN A CONCISE AND
EASY TO DIGEST FORMAT.”**

“ONE OF MY COLLEAGUES, WHO WOULD NEVER HAVE THE TIME TO BROWSE THROUGH THE WEBSITE EVEN, WATCHED ONE AND REPORTED BACK THAT “SHE HAD NEVER UNDERSTOOD HOW DOWN-TO-EARTH INNOVATION CAN BE, AND THE CONNECTION TO RESEARCH”, THEN SPREAD IT IN A MUCH WIDER NETWORK THAN I WOULD BE ABLE TO.”

**“FILMS ARE VERY VERY USEFUL. WHEN I MEET
PEOPLE I USE THE COMPENDIUM & BROCHURE. WHEN
I EMAIL PEOPLE I LINK TO THE SIHI WEBSITE.”**

9. OPERATING PROCEDURES

The process can roughly be broken down into the following steps:

1. Identify the communication need & messaging opportunity
2. Determining a deadline and planning backwards
3. Receiving content from respective partner/s
4. Editing & preparing the content & copy
5. Designing a 1st draft
6. Receiving feedback (internal team)
7. Making changes
8. Following drafts and changes (partners)
9. Receiving sign-off
10. Production / uploading

9. OPERATING PROCEDURES

Negative

- Partners don't always provided needed info timeously
- Partners don't fully understand all the intricacies of the design-process ("quick-change" requests & its ripple effect to multiple partners)
Conflicting priorities and messaging of global & country agendas

ADDITIONAL ITEMS

11. Audience understanding of our content
12. Contextual relevance of materials

UNDERSTANDING OF THE TERM: SOCIAL INNOVATION (IN HEALTH)

- Explaining through examples works best, rather than just defining.
- Defining the concept, and explaining Social Innovation In Health always precedes any SIHI messaging
- Meaning-making & showcasing Social Innovation through local examples

**“SOCIAL INNOVATION IS STRANGE TO EVERYONE.
NO ONE IS AN EXPERT.”**

**“IT’S SO NEW. EVEN THE INNOVATORS DON’T KNOW
THAT THEY ARE INNOVATORS. IT’S A WOOLY SUBJECT
FOR EVERYONE IN THE ROOM.”**

**“SOCIAL INNOVATION AS A CONCEPT IS FOREIGN.
IT’S NOT A BUZZWORD JUST YET. BUT WHEN WE
COMPARE IT TO SOMETHING SIMILAR — IT HELPS.”**

**“THE INNOVATION LANDSCAPE IS HARDLY VISIBLE
YET, SO IT’S CHALLENGING TO INTRODUCE AND
EXPLAIN SOCIAL INNOVATION.”**

CRITICAL REVIEW/ GREATER UNDERSTANDING OF SIHI, AS REPRESENTED IN COLLATERAL:

The complex, currently evolving shape of SIHI is hard to grasp & follow.

**“WE NEED TO MARRY THE VISIONARY ASPECT
WITH THE RESULTS AND ACTUALS. THE MORE
WE’VE ACTUALLY DONE THE EASIER
COMMUNICATION WILL BECOME.”**

**“IT IS HARD FOR PEOPLE TO UNDERSTAND
WHAT SIHI IS, SO THE MORE THE
COMMUNICATION STAYS SIMPLE AND GETS TO
THE HEART OF IT, THE BETTER.”**

**“THE MORE THINGS THAT ARE LISTED
UNDER THE SIHI UMBRELLA, THE MORE
CONFUSING IT BECOMES.”**

**“IT WAS CLEAR TO ME IN THE BEGINNING — BUT
IT’S NOT SO CLEAR NOW. IT HAS BECOME SO BIG,
SO COMPLEX.”**

“IT’S NOT SO MUCH THE COMPLEXITY OF WHAT THE GLOBAL INITIATIVE DOES, BUT EXPLAINING IT IN VERY CLEAR TERMS TO MAKE A READER GO: “OH! IT’S LIKE THIS!” WE DESPERATELY NEED LOCAL EXAMPLES.”

THE IMPORTANCE OF CULTURAL CONTEXT

- Needs and structures of the respective partner vary drastically
- Communication material are best received when accurately representing the local context on various levels: visual representation, language, culture & local context, preferred communication method

A woman is seen from behind, carrying a young child on her back. She is holding a large, colorful umbrella with a floral pattern in shades of orange, yellow, and blue. She is wearing a light blue shawl and a red bag. In the background, a group of cyclists is riding on a paved road. The scene is set outdoors with greenery and a clear sky.

LOOKING AHEAD

October 2018 - December 2019

FUTURE COMMUNICATION PRINCIPLES/ AUDIENCE & MESSAGING:

- Respect the diversity & differences by developing unique content specifically aimed at the respective audiences.
- Develop unique tailor-made tools, with bespoke messaging on network & partner level that accurately represents the respective in-country realities.

FUTURE COMMUNICATION PRINCIPALS / LOOK & FEEL, BRANDING:

Continue

- Following a non-traditional, non-academic approach by applying a fresh look & feel to communication collateral.
- Building brand equity & following the brand guidelines

Change

- Consider & accommodate the possible challenges of partner branding with the WHO branding in select in-country contexts
- Evolve branding to align to partner's specific context

FUTURE COMMUNICATION PRINCIPLES/ MESSAGING:

On network level:

Explain that SIHI is all the partners together, but within that – respective partners does their own activities.

FUTURE COMMUNICATION PRINCIPLES/ MESSAGING:

On partner level:

Develop contextually appropriate messages, and descriptor names (i.e Hubs) modified to fit local context

Develop material that is as culturally accurate & appropriate as possible for maximum impact.

FUTURE COMMUNICATION PRINCIPLES/ MESSAGING:

Content to include when developing partner collateral:

- Be seen to add local value to local causes, rather than just pushing global agendas
- Align with the direction & objectives of country initiatives on government level
- Be deliberate, always coming back to the local picture & long-term goals
- This is a locally-driven initiative

FUTURE COMMUNICATION ITEMS / PHOTOS & IMAGERY

Continue & Expand

- Developing ground rules re representation to be followed in all collateral
- Always personalise material with culturally appropriate visuals
- Avoid stock-imagery as far as possible
- Invest in professional documentary-style photographic shoots for Latin-America & Asia for a unified visual approach

FUTURE COMMUNICATION ITEMS / WEBSITE

Change

- Restructure & de-clutter
- Consider the importance of focusing on the NOW vs accurately reflecting how we got to the now
- Start macro & zoom in to country level & projects
- Create stand-alone pages/sections for the respective hubs within the greater website with linking to unique content (newsletters etc.)
- Make resources & research easy to find

FUTURE COMMUNICATION ITEMS/ SIHI BOOKLETS

Change

- Partner specific booklets to be developed:
- Showcasing their work as local-driven initiatives ultimately further local agendas & causes
- Include brief overview pages providing the greater context & partnership wherein they operate.

FUTURE COMMUNICATION ITEMS / CASE COMPENDIUM

Continue

- Update with new cases
- Re-print & continue using as storytelling tool

FUTURE COMMUNICATION ITEMS / BANNERS & POSTERS

Continue

- These should continue to be used during all events.

FUTURE COMMUNICATION ITEMS / FILMS

Continue & adapt

- Invest in more innovation case films
- Prepare smaller versions of select films for easier dissemination
- Pre-prepare USB's with entire film compliment
- Re-purpose existing video content by producing shorter social media snippets
- Youtube channel re-organising & optimising
- Continue investing in more films

FUTURE COMMUNICATION PROCESS / PRODUCTION & SIGN-OFF PROCESS

Approach

- Clear roles of SIHI communication team with strategic oversight
Develop a rollout plan at both Partner & Network level
- Continue compiling quarterly action plans, lead by SIHI comms team
- Improve insight & respect of SIHI partners for production timelines & when changes can be accommodated
- Differentiate: quick turnaround projects vs bigger projects
- In person planning & strategy sessions with design team
2 x annually

**“HOW THINGS ARE FRAMED SOMETIMES CAUSES
DISAGREEMENT AND DISCUSSION DURING THE SIGN-
OFF PROCESS.”**

FUTURE COMMUNICATION CONTENT / UNDERSTANDING “SOCIAL INNOVATION IN HEALTH”

- Continue to define & explain
More investment needed in select countries, based on the maturity of the country innovation ecosystem
- Use working examples in meaning-making process
- Film remains an efficient medium to explain the concept
- Show & tell

FUTURE COMMUNICATION CONTENT / UNDERSTANDING “SIHI”

- When introducing someone to SIHI, explain the big picture and avoid giving too much detail of the initiative over time
- Develop more customized materials based on partner needs rather than one-size fits all communication materials

FUTURE COMMUNICATION / ADDITIONAL TOOLS TO BE DEVELOPED

- Mini marketing strategies for partners
- Brand evolution/s for chosen partners
- Powerpoint presentation template
- Optimise Social Media for each partner to give a consistent and high-quality look and feel.

ACTION PLAN

Q4 2018

- SIHI Website Revision
- SIHI Partner preparation for next activities
- Onboard new SIHI Comms Co-Ordinator in Malawi
- Planning meeting with design team - following assessment of each partners needs
- Partner individual quarterly communications workplan - including social media
- Bi-annual workshop- education sessions

ACTION PLAN

Q1 2019

- SIHI Website launch
- Partner mini-communication strategies (TDR, Malawi, Uganda, Philippines & Colombia)
- SIHI Films - Country 1
- Partner individual quarterly communications workplan - including social media

ACTION PLAN

Q2 2019:

- SIHI Country films country 2 & 2
- Partner SIHI Booklets x 5
- Partner individual quarterly communications workplan - including social media

ACTION PLAN

Q3 2019:

- SIHI Films - Country 4
- Update case compendium
- Partner individual quarterly communications workplan - including social media

IN CONCLUSION

- The communication tools provided have greatly assisted in the advancement of SIHI
- The investment made to produce the communication tools to date justifies the benefit that the tools brought
- Communication tools produced in future should continue to adapt to meet the needs of the respective audience, and life-cycle of SIHI

THANK YOU

