Hamilton-Wentworth District School Board

We Help Campaign
Building a culture of help within a mental well-being strategy

2019 NSPRA National School Communication Award
Gold Medallion Award Entry
Special Communications Projects/Campaigns

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www.hwdsb.on.ca
SYNOPSIS

Hamilton-Wentworth District School Board (HWDSB) has a vision in which Curiosity, Creativity and Possibility empower students to learn and grow to their full potential in a diverse world. With 49,949 students and 102 schools, HWDSB embraces Positive Culture and Well-being as one of its strategic priorities.

As many as one in five children and youth in the province of Ontario, Canada will experience some form of mental health challenge. According to a survey conducted by the Ontario Student Trustee Association that included HWDSB student representation, 28 per cent of students have wanted to talk to someone about a mental health problem but did not know who to approach. Forty-eight per cent of students felt they did not have enough information to help someone in need.

At HWDSB, 80 per cent of students said it is their responsibility to help. However, 18 per cent of secondary students surveyed reported that they did nothing the last time they saw or heard about someone in need of assistance.

A clear theme emerged: HWDSB could build a culture of help in support of the district’s mental health strategy.

Inclusion, bullying and mental well-being share many similarities when it comes to the prevention of harm: namely, that building strong social ties, an accepting environment and clear messaging about help-seeking can improve outcomes for students.

During Mental Health Week (May 7-13, 2018), HWDSB launched an extensive well-being campaign to build a culture of help in every school and department. The We Help campaign – developed with input from students, staff and parents – encouraged everyone to look out for each other’s well-being and to know how to find help when required.

We Help is an awareness effort that promoted organizational change. It involved a poster campaign; videos of students sharing examples of helping behaviour; a reporting mobile app for anonymously sharing concerns; presentations to staff and more. The strategic use of student voice contributed to the campaign’s success.

Everyone needs help at times. Through evaluation, this campaign offered a platform for everyone to know that help exists, that students and staff have a role in helping and that there are clear pathways to find help.
PROGRAM SUMMARY | RESEARCH

Secondary Research

Optimal mental health enables effective learning, social connections and a sense of belonging. As many as one in five children and youth in Ontario will experience some form of mental health problem. Canadian organizations such as the SickKids Centre for Community Mental Health, the Canadian Mental Health Association, and Children’s Mental Health Ontario, offer compelling formal, quantitative data. The following statistics supported the district’s promotion of mental health support for students:

- 62 per cent of Ontario youth report having had concerns about their level of anxiety; only three in 10 (32 per cent) have spoken to a mental health care professional about anxiety.
- Five out of six of those youth will not receive the treatment they need.
- 70 per cent of mental health problems have their onset during childhood or adolescence.
- 28 per cent of students report not knowing where to turn when they wanted to talk to someone about mental health.
- Suicide accounts for 24 per cent of all deaths among Canadians age 15 to 24; suicide is the second leading cause of deaths among teens.

In a survey conducted by the Ontario Student Trustees Association, three-quarters of the 8,230 student respondents rated their school’s mental health resources as ineffective, while two-thirds said they were inaccessible.

Academic literature from various academic and government resources – namely Suicide Prevention: Guidelines for Public Awareness and Education Activities and Protective and Risk Factors (Government of Manitoba) – show that help-seeking is an important part of mental well-being and suicide prevention programming. Research shows that building a positive culture in which help is available supports protective factors in the prevention of youth suicide: supportive relationships, support available at critical times, building an inclusive environment. This supports the We Help campaign’s focus on building a helping culture.

Primary Research

In-depth interviews with mental health leaders connected to the district, including the director of School Mental Health ASSIST and the manager of Social Work Services, detailed the context of student well-being. These leaders noted that HWDSB had been relatively quiet about student mental well-being and the need to support a strategy to support students. Additional interviews included five visits to elementary and secondary schools to interview principals and social workers.

Statistics on mental illness rates such as anxiety or depression among HWDSB youth had not been formally collected. However, three student focus groups confirmed student perspectives on mental well-being and challenges experienced by youth. These primary, informal and qualitative methods identified that students experience stress, needed to know how to find help and wanted to learn more about how to offer help. A focus group was also conducted with parents who were also eager to see resources to help their children navigate mental health and well-being.

The findings from the student Positive Climate Survey 2016-17 identified a behavioural gap that was significant in the development of a help-seeking and help-offering campaign:

- 18 per cent of secondary students surveyed report that they did nothing the last time they saw or heard about someone in need of help. However, 80 per cent said it is their responsibility to help.

From a staff perspective, a 2017 NSPRA Communication Audit showed that HWDSB’s workplace culture “needs significant attention” and there was a need to improve internal communication with a focus on building trust among staff.

Problem Statement and Situation Analysis

Students who struggle with their mental well-being need to know where to receive help. Likewise, there is a need to equip students, parents and staff with the knowledge and resources to ensure a youth or adult in need receives the appropriate care, especially when in crisis. With no specific program to reference, an opportunity presented itself to the district that would create a positive culture in which helping each other and encouraging help-seeking is the norm. A culture of help will support student mental well-being, inclusion, anti-bullying and staff well-being – all of which are important for improving student outcomes.
Goal
Students will learn in a positive school culture in which helping others and help-seeking supports are available to ensure student well-being.

Objectives for Students

1. By June 2018, 25 per cent of students will be aware of the approved pathway that can be recommended to a struggling peer.
2. By June 2018, a minimum of 500 students will submit artwork as a form of engagement to demonstrate their commitment to a help-seeking culture and support for mental well-being.
3. By June 2018, adoption rates for the HWDSB Helps app, an anonymous reporting mechanism for students to seek help, will increase by 10 per cent.

Objectives for Staff

4. By April 2018, all school administrators (principals and vice-principals) will be aware of the structure to build positive culture and well-being to support their staff teams.
5. By June 2018, 100 per cent of school mental health teams will be aware of the resources available and 50 per cent will conduct activities in their school.

Objectives for Parents

6. By the fall, 2018, 25 per cent of parents surveyed will be aware of We Help.

PROGRAM SUMMARY: ANALYSIS / PLANNING

Strengths and Opportunities
Student mental health is growing as a topic of concern, with many awareness opportunities on the national, provincial, and local levels. HWDSB has embraced Positive Culture and Well-being as one of its top priorities. While the communications effort started to support a mental health strategy, research showed that there was an opportunity to narrow the focus to target help and help-seeking behaviours impacting a much broader goal of building positive culture. Help-seeking is an important part of mental well-being and suicide prevention programming. Staff would welcome materials to help start the conversation.

Weaknesses and Threats
The landscape of student well-being is a crowded one, with many competing agencies and proponents implementing their own programs. HWDSB may struggle to have its voice heard amid large, high-profile campaigns in the community or other districts. As well, due to staff turnover and changes in the mental health portfolio, HWDSB will find it difficult to gain confidence as a source of mental health information. In addition, staff reported discomfort discussing suicide without extensive training, so any program must first begin with general student well-being.

Students reported that HWDSB materials “are the things adults make but students don’t look at” and students also report negative experiences when they have turned to staff for help.

Audience Identification, Profile and Analysis

Primary Publics:
- Administrators: School leaders include principals and vice-principals who are responsible for leading the We Help program in schools. They are regular conduits for information through weekly memos and meetings.
- Mental Health Reps: Teachers and social workers who will implement We Help programming. They are passionate about mental well-being and have volunteered additional time to be school leaders. They are more likely to have suicide intervention training.
- Secondary Students: Youth most at risk.
Elementary Students: A very large and dispersed group of students with less risk of suicide but more time left in the district to develop helping behaviours.

Secondary Publics:
- Parents: Can endorse and reinforce the message of help-seeking and help-providing at home.
- Executive Council: Senior leadership team whose support will enable schools to execute the operational and communication program.
- Trustees: Elected representatives who can serve a community relations role if informed, but who have little contact with students.

Student Voice and Application of Research

Student perspective on current programs as well as co-creating messaging that would engage students for We Help was a priority. Students reported that HWDSB materials “were not engaging” and they shared negative experiences when they turned to staff for help. Message testing was an important aspect of We Help, and student input was critical.

Students also shared they do not have a high opinion of the HWDSB brand when it is included in poster campaigns. Students also suggested catchier, positive, and have set of steps and pathway to care before contacting a crisis line. They also wanted to be part of the We Help campaign and to continue a focus on student voice to tell the story of help. Students also wanted a variety of crisis and non-crisis resources.

Comments were also made towards the mobile app. Students felt that it needed to be positive in its branding and not seen as a “snitch line.” They supported the alignment of the mobile app with We Help; the app is called HWDSB Helps.

Key Messages

The We Help campaign is part of the district’s mental health and well-being action plan helping all students and staff feel safe, supported and accepted. The key message needed to be clear:

- All of us need help at times.
- We want everyone to know that help exists, that we all have a role in helping and that there are clear pathways to find help.
- Everyone can play a role in providing help and that there are clear pathways to help in our community. When you are worried about a friend or peer…
  1. Talk to someone immediately.
  2. Contact Kids Help Phone at kidshelpphone.ca or 1-800-668-6868
  3. Use the HWDSB Helps app or text service at 905-963-0066

Budget

The total budget for the campaign cost approximately $46,022 CDA. Printing, which included training material and posters, as well as translation of letters for families whose first language is other than English were less than $5,000. Release time to backfill school employees during training was approximately $21,000 and staff time included another $20,000.

PROGRAM SUMMARY: COMMUNICATION / IMPLEMENTATION

Seven strategies were used to support the objectives and to reach the primary and secondary publics. The campaign was launched during Mental Health Week in May 2018 and the communication implementation lasted one month.

Strategy No. 1: Branding

Creating a consistent brand would support the visual identity of the mental health and positive culture portfolios. Student voice was gathered in the branding that included a logo, fonts, colours, messaging and imaging. Consistent with the guidelines of the HWDSB’s visual identity, the rebrand sparked excitement and produced a series of opportunities both internal and external to communicate the important work. Posters, resources, websites, PowerPoint templates, letters were created and revealed the new brand, to aid in the awareness campaign.

Strategy No. 2: Internal Communications

We Help
An effort to communicate with internal audiences was a priority before the public launch. A series of tactics included face-to-face opportunities such as system meetings, memos to principals that outlined the intention of the plan, the language to use, and strategy implementation. The staff intranet page was used to house a database of resources to help aid school planning. Staff newsletters were created that touched on various topics of mental health supports. Scripts for teachers were produced with support from social workers to support classroom discussion. Frequently asked questions for staff were drafted and helped to alleviate any discomfort around the topics. As well, a worksheet explaining structures for well-being work at HWDSB was used to guide staff conversations.

**Strategy No. 3: Student Engagement**

Student voice was gathered in many ways and used to strategically communicate the campaign. A number of students shared their voice through videos, capturing from their perspective what help looked like. A series of consultations were held with students who helped to co-create campaign messaging and imagery later to be on the posters and shared on social media. School events were held. Student Trustees were engaged in the We Help movement. Face-to-face meetings were also held with the district-wide student leadership committee called Student Senate. Scripts were also provided to staff to read during morning announcements.

To inspire action from the communication plan, a student engagement opportunity through art generated interest and a commitment from student to champion mental health. Through the power of the arts, students were able to support each other, be strong allies for each other and bring people together. A We Help themed art exhibit was held in May.

**Strategy No. 4: Mobile Technology**

HWDSB Helps is a free and anonymous way for students to find help for themselves and one another. The service receives anonymous messages by text, web chat and a smartphone app. The service shares a report with the appropriate school, which follows existing board and school protocols. Each user’s phone number is scrambled to preserve their anonymity. This is not a counselling service but can direct students in crisis to 911 or Kids Help Phone. The app was a strategic decision and work was done through the Information and Instructional Technology department to ensure this mobile technology was successful.

**Strategy No. 5: Professional Development and Training**

Face-to-face opportunities made the most impact to encourage support for the campaign. There were more than five specific training sessions that took place in each of the five areas of the district. Three specific sessions were held, two for elementary and one for secondary, where social workers, teachers, and administrators gathered to educate each other about mental health literacy, suicide prevention and mental health promotion. An additional eleven presentation for various employee groups were also given to support knowledge mobilization for principals, school mental health reps, board staff and special education staff.

**Strategy No. 6: External Communications**

External communications efforts were key to reaching the parent audience and the broader community. HWDSB developed a robust webpage on the district website. Consultation with the district-wide parent groups, such as the Parent Involvement Committee, were held to engage them before, during and after the campaign. Several videos were shared as part of digital story-telling. Social media was used as a tactic and not a specific strategy to disseminate videos and messages on Twitter, Facebook and Instagram. A successful attempt to engage the media began with the production of a media release and several connections with reporters.

**Strategy No. 7: Leadership**

Presentations to senior leadership were created to support the decision-making process of the campaign and to have them endorse the communication effort. Their role was also to support their principals through implementation. There were several meetings where staff presented We Help. The director held an influential session on January 17 with all administrators to share the importance of the mental health strategy within the positive culture and well-being priority and to introduce the framework and the language through which to view well-being work. Updates were also provided to elected trustees as well as an update at a board meeting.
PROGRAM SUMMARY: EVALUATION

Student Evaluation (Objectives No. 1 – 3): The primary methods to evaluate student outcomes were two surveys: a positive climate survey for secondary students initiated by the Research and Analytics department, as well as survey initiated by the Communications and Community Engagement department. A focus group session was also conducted at a secondary school to explore outcomes. The positive climate survey included a 10 per cent point rise in those telling someone when they saw someone in need of help. Highlights of the second survey, which measured awareness and surpassed the objective, include:

- 82 per cent of students said they were aware of the We Help campaign
- 82 per cent said they would likely recommend their friend to talk to someone immediately if they were struggling emotionally
- 41 per cent said they would refer to their friend to a crisis line
- 34 per cent said they would use the HWDSB Helps app
- 44 per cent said they would do something else, such as offer their own support

The We Help Art Exhibit was a major success and more than 1,400 art pieces were submitted surpassing the original objective of 500. This outcome demonstrated action and a commitment to a help-seeking culture and support for mental well-being. An opening ceremony event was also held to honour the students’ work and included performers.

Marketing of the HWDSB Helps app was done throughout the campaign. There was an 11 per cent rise in adoption.

Staff Evaluation (Objectives No. 4 – 5): Through several output measures including attendance at monthly leadership meetings, all school administrators were aware of the structure to build positive culture and well-being to support their staff teams. Resources were also shared through system memos. School mental health reps were surveyed, and all reps were aware of the resources offered through We Help. Only 33 per cent, however, indicated they were able to conduct an activity in their schools, 17 per cent less than anticipated, perhaps due to time restraints.

Parent Evaluation (Objectives No. 6): Parents were given the opportunity to complete a survey and 49 per cent indicated they were aware of the We Help resources identifying the pathways to care for a child. This is 24 per cent higher than the original objective. Additional inputs that supported the awareness of the campaign from an external communications perspective included: 2,166 page views on the We Help website, 224 views on a video, 1,292 individuals reached through Facebook, more than 14,213 impressions on Twitter, and 227 engagement hits on Instagram.

Next Steps

The We Help brand is ready for the next level. Resources continue to be developed, workshops will be offered for parents and curriculum connections will continue. A We Help Twitter account is being created, to promote positive culture and mental well-being initiatives. As mental health teams continue to learn about and share their work, resources are being developed to collect and share their individual experiences. Like Pinterest, this repository will inspire the next level of support.

A social media calendar has been created to highlight days that focus on mental health. For example, World Suicide Prevention Day, Bell Let’s Talk and Mental Health Week will be highlighted using various media, to continue to promote We Help resources and remain a leader in mental well-being awareness.

Additional work is being supported to collaborate with community partners. Public Health, for example, is a critical partner who will be engaging with the district on a healthy schools protocol to articulate the relationship.

Staff will engage in more professional learning on how to use student survey data to enhance strategies where students feel safe, supported and accepted. Leveraging effective practices in schools that enhance student-staff relationships, including a focus on students identifying a caring adult, through the mental health strategy is a focus.

Mental health and equity are connected. Research shows that: Black youth are significantly under-represented in mental health and treatment-oriented services and overrepresented in containment-focused facilities; First Nations youth die by suicide about five to six times more often than non-Indigenous youth; LGBTQ youth face approximately 14 times the risk of suicide and substance abuse than heterosexual peers; and youth living in the lowest-income neighbourhoods had the highest rates of suicide, emergency department visits for deliberate self-harm, acute care mental health service use, treated prevalence of schizophrenia. These statistics show the importance of this work as it relates to equity and why school public relations professionals must remain committed to students.
Environmental Scan

**Left:** In HWDSB’s Strategic Directions, Positive Culture and Well-Being is the first priority.

**Left:** The structure for Positive Culture & Well-Being at HWDSB shows the organizational components to ensuring this area is supported.

**Below:** Logos and documents shows the resources for secondary research.
SUPPLEMENTARY MATERIALS | ANALYSIS / PLANNING

Media Scan
A significant number of incidents and media articles identified the need to communicate a district approach to mental health.

Message Testing
The following three pictures were shown to students as way to collect feedback, text a message and allow them the opportunity to co-create a plan. The honest feedback is shared as background.
SUPPLEMENTARY MATERIALS | COMMUNICATION / IMPLEMENTATION

We Help Website: www. www.hwdsb.on.ca/wehelp

Poster Campaign: Diverse, unique posters for elementary and secondary students, designed with student input.

Staff Presentations (right): Rob Faulkner, Communications Officer, and social work staff conducted 11 We Help sessions for mental health teams and school administrators.
Parent Letters:
Overview of campaign, sample posters for information and translations to reach diverse audiences.

Media release (below) and coverage (right):
Intranet (Below): New page that collected We Help resources for staff. See usage.

PA announcements (below) and staff newsletter (right):
HWDSB Helps app poster and screenshots (below):
We Help Art Exhibit (poster, social media and examples):

![We Help Art Exhibit poster]

Parent letter translated in multiple languages:

![Parent letter translated in multiple languages]
Social Media: social media plan, shared with schools for alignment, daily across multiple platforms.
Intermediate students at @drdavey_hwdsb have begun to sign up for our mindfulness break this Friday. Options include mindful colouring, open robotics, open music, outdoor play and relaxation/stretching 😊 #hwdsbWeHelp #GetLoud

Other activities include PAA and Robotics. It’s great to see our students trying new things and taking some time for themselves! #hwdsbWeHelp #GetLoud

Day 1 of our random acts of kindness initiative at Cootes Paradise! #positivecultureandwellbeing #hwdsbWeHelp #MentalHealthAwareness #MentalHealthWeek @HWDSB

What will you be doing for our RANDOM ACTS OF KINDNESS initiative at Cootes Paradise?

May 7-11, 2018 #hwdsbWeHelp

Some students chose to unwind in the music room. So much talent here at @drdavnei #hwdsbWeHelp #GetLoud

Day 3 of MH&WB week initiatives at AHS. Colour Yourself Calm. #hwdsbWeHelp
Facebook post to launch campaign:

Twitter post to launch campaign:
Instagram post to launch campaign:

Instagram student videos: Students suggested Instagram was their preferred platform and sharing student videos increased the credibility with student publics.
Video overview for families: to help families understand We Help, and how they can support its goals. See video at http://bit.ly/2NWnTHi

SUPPLEMENTARY MATERIALS | EVALUATION

App usage: Rise in the use of HWDSB Helps app during campaign.

Evaluation – Students
Rise in HWDSB Helps App Usage

<table>
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<tr>
<th>Conversation Statistics</th>
<th>Same period last year</th>
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</thead>
<tbody>
<tr>
<td>Total: 395</td>
<td>Total: 358</td>
</tr>
<tr>
<td>via Mobile App: 60</td>
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<tr>
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</tr>
<tr>
<td>Total Messages: 2333</td>
<td>Total Messages: 2266</td>
</tr>
</tbody>
</table>

Average Messages per Conversation: 6.45

Saw 11 per cent gain.
Target was 10 per cent.
Survey: How likely were students to recommend one of the approved help pathways?

Evaluation – Students
Secondary Students – Likelihood to Recommend Help Pathway

As of May 11, 2018*
82% Talk to someone
41% Kids Help Phone
34% Use HWDSB Helps
44% Would do something else

*Numbers calculated by adding raw data for “probably” and “definitely” would recommend for each help pathway.

Target: 25 per cent for each

Survey: Were students aware of the We Help initiative?

Evaluation – Students
Have you heard of the We Help initiative?

Survey: Were parents aware of the We Help initiative?
Survey: Did Mental Health Reps hold a We Help themed event during Mental Health Week?

Evaluation – Mental Health Reps

Did your school/department hold Mental Health Week activities?

- Yes: 77.7%
- No: 22.3%

Target: 50 per cent

Percentage of Mental Health Week activities that had We Help as their theme: 33 per cent

Target: 50 per cent