

Evaluation of the All Right? campaign COVID-19 response - Getting Through Together



An evaluation report prepared for All Right?
by the Information Team,
Community & Public Health, CDHB

January 2021

Canterbury
District Health Board
Te Poari Hauora o Waitaha

The information contained in this document may be derived from a number of sources. Although the Canterbury District Health Board has taken reasonable steps to ensure that the information is accurate, it accepts no liability or responsibility for any acts or omissions, done or omitted in reliance in whole or in part, on the information. Further, the contents of the document should be considered in relation to the time of its publication, as new evidence may have become available since publication. The Canterbury District Health Board accepts no responsibility for the manner in which this information is subsequently used.

© Canterbury District Health Board, 2021

Front page Te Pae Mahutonga graphics courtesy of Healthy Christchurch.

Contents

Executive summary	4
Background	6
Methods.....	9
Results.....	12
Steps to the creation of Getting Through Together	12
Key organisations involved in the creation of Getting Through Together.....	15
Key organisations’ contribution to Getting Through Together.....	15
Early expectations of Getting Through Together.....	19
Variations from original plan for Getting Through Together.....	21
Success factors for implementing Getting Through Together	21
Early Frustrations	24
Greatest challenges.....	27
Lessons learnt	28
Experience of being involved in the creation of Getting Through Together	30
Is Getting Through Together meeting its aim?	32
Has Getting Through Together ensured a focus on Māori?	34
Possible replication in other nations	35
Lifespan of Getting Through Together	35
Conclusion.....	37
Appendix	38
References	40

Executive summary

Getting Through Together is a national mental health promotion response to the COVID-19 pandemic, led by the All Right? campaign team. Canterbury District Health Board, the Mental Health Foundation, and Te Hiringa Hauora / Health Promotion Agency worked together to develop and implement the Getting Through Together campaign. This evaluation documents the process of creating and implementing this national wellbeing campaign in response to a pandemic. The evaluation identifies success factors and challenges, highlighting any transferable lessons. The evaluation methodology consisted of the collection of qualitative data via key stakeholder interviews (n=15) conducted in July 2020. In addition, quantitative data were accessed from a population-based survey within greater Christchurch conducted by Opinions Market Research on behalf of All Right? in June 2020 (n=500) (Canterbury District Health Board, 2020).

This evaluation found that Getting Through Together had produced meaningful messaging that had wide appeal in a rapidly evolving situation, including targeted messages for Māori. The supporting population-based survey indicated that Getting Through Together had achieved a 71% reach within the Christchurch population (Canterbury District Health Board, 2020). Success factors for creating and implementing Getting Through Together included: key organisations being ready to respond, enabling a quick response to the COVID-19 pandemic with strong, evidence-based psychosocial messaging; the ability and willingness of the three key organisations to form an effective partnership quickly; effective leadership from the All Right? campaign team; and strong input into the look and feel of the campaign by the Mental Health Foundation Māori development team, including developing messaging specifically for Māori.

Early frustrations of creating and implementing a wellbeing campaign during the COVID-19 pandemic included: working via videoconferencing during lockdown; some feelings of isolation and disconnection among staff; increased workload; a perception of a high level of control by the Ministry of Health and the associated level of reporting required; bringing the three partners together and all partners understanding how each other's organisation works; perceived lack of clarity of roles; and a perception that the campaign was underfunded, with unfair expectations about what the campaign could achieve with the level of funding that was provided. The greatest challenges for implementing Getting Through Together were: bringing teams together to work more collaboratively in a time of crisis; a perceived need for more leadership and direction from the Ministry of Health; ensuring a kaupapa Māori approach from the inception of the campaign; and working on a response to the pandemic while also being personally impacted by it.

Lessons that had been learnt included that when setting up a national wellbeing campaign during a national emergency such as a pandemic, the campaign structure would ideally include a project manager, with detailed operational plans developed at the inception of the campaign. These plans would include a kaupapa Māori approach from the start for messages targeting Māori. In addition, staff would be informed from the onset that working on a national psychosocial campaign in this context would require a departure from business as usual.

Getting Through Together has been successful in meeting its aim of getting wellbeing on the national agenda. Ongoing support is required to continue to achieve this aim, with messaging needing to adjust to reach all sectors of society, and, ongoingly, to the rapidly changing pandemic environment. Although Getting Through Together has been shown to have good reach in greater Christchurch, funding had not been received at the time of this report to enable national-level evaluation.

The following recommendations are based on the evaluation findings:

- That Getting Through Together continues to promote wellbeing nationally for at least a further 12 months, with a review mid-2021. Key stakeholders reported that there is ongoing need for Getting Through Together New Zealand-wide, particularly related to changes in national or regional alert levels¹ and economic and social impacts of the pandemic and associated border restrictions.
- That Getting Through Together maintains high visibility nationally, including via the use of traditional mass media and social media.
- That Getting Through Together continues to advocate to be part of the coordinated government mental health promotion messaging.
- That Getting Through Together continues to work with the Ministry of Health to secure funding to enable the campaign to carry on while the psychosocial effects of COVID-19 persist and to ensure reporting requirements are clear and allow Getting Through Together to continue to provide a nimble response in a fast-changing environment.
- That Getting Through Together raises wider questions of long-term funding of mental health promotion.
- That Getting Through Together shares this report with key stakeholders and considers publishing the findings of this evaluation in a peer reviewed journal to enable the lessons learned to be shared widely during the COVID-19 pandemic.

¹ New Zealand's 4-level Alert System lists the measures to be taken against COVID-19 at each level to manage and minimise risk, <https://covid19.govt.nz/alert-system/alert-system-overview/>. The system has been modified over time and allows for regional variation in alert levels, for example in the case of a localised outbreak.

Background

All Right?

All Right? is a wellbeing promotion campaign developed in response to the Canterbury earthquakes of 2010 and 2011. The campaign was developed by the Mental Health Foundation and Canterbury District Health Board. These organisations have also led the delivery and evolution of the campaign throughout. All Right? takes a mental health promotion approach, which has been defined as the process of enhancing the capacity of individuals and communities to take control of their lives and improve their mental health while showing respect for culture, equity, social justice and personal dignity (Joubert & Raeburn, 1998). All Right? uses cultural models of health promotion to guide projects, including Te Whare Tapa Whā, which likens health to the four walls of a house where all four walls are necessary to ensure strength and symmetry. The four walls are conceptualised as physical, spiritual, family, and mental wellbeing (Durie, 1998).

The All Right? messages are evidence-based and draw on the 'Five ways to wellbeing' (Aked, Marks, Cordon, & Thompson, 2010) as a framework, as well as local research, stakeholder feedback, media specialist advice and ongoing evaluation. The 'Five ways to wellbeing' (Give, Connect, Take Notice, Keep Learning, and Be Active) were developed by the New Economics Foundation as an evidence-based (Huppert, 2008; Lyubomirsky, Sheldon, & Schkade, 2005) standard set of actions with wide-ranging appeal, to promote wellbeing in daily life. Campaign delivery has included, All Right? messages on buses, street posters, billboards, at bus stops and in doctors' surgeries, libraries, workplaces, schools, and cafés. In addition, social media have been a significant part of the campaign, with All Right? resources directing people to the All Right? Facebook page and webpage. All Right? has developed several targeted campaigns, including supporting the wellbeing of Māori, Pacific, and Culturally and Linguistically Diverse (CALD) communities with culturally appropriate messaging and approaches. The All Right? approach allows for implementation predominately at population level and also for targeted groups.

All Right? has been evaluated at multiple points since its inception. The campaign has achieved a wide reach and a consistently high impact within its target population of greater Christchurch. Success factors for the campaign have included strong relationships between the key agencies and local research to inform the use of appropriate language for translating evidence-based wellbeing messages into a local setting. In addition to the mass appeal of All Right?, targeted campaigns have been implemented to reach Māori and Pacific communities.

Prior to the COVID-19 pandemic, the All Right? campaign had begun to spread nationally, for example a national campaign was implemented following the March 2019 mosque attacks in Christchurch, to promote the wellbeing of the New Zealand population and improve mental health literacy (Ministry of Health, 2019). This campaign was called He Waka Eke Noa.

Context

COVID-19 has spread rapidly around the world since emerging in China in December 2019. A global pandemic was declared by the World Health Organization on March 11, 2020. There has been widespread disruption and recurrent 'waves' of infection in many countries. At the time of writing, more than two million deaths have been attributed to COVID-19 globally. The New Zealand government announced a COVID-19 alert level framework on 21 March and alert level 4 was implemented four days later, with this national 'lockdown' remaining in place until 27 April. Since that time, there has been an extended period at alert level 1, nationwide, followed by a large and complex community outbreak in Auckland, which saw Auckland placed under alert level 3 and the remainder of the country under alert level 2 for several weeks. At the time of writing all of New Zealand is at alert level 1. At alert level 1, the border is closed to all but New Zealand citizens and New Zealand residents who meet valid travel conditions. All incoming travellers are required to quarantine in a government-managed facility for at least 14 days. Cases identified in the community are also currently required to relocate to a managed isolation facility (hotel). It is anticipated that at least level 1 restrictions will remain in place until an effective vaccine has been developed and delivered.

Typically, the response to stress, such as the ongoing COVID-19 pandemic, consists of an initial reaction to the immediate threat, followed by attempts to adapt and/or cope with the high levels of ongoing stress (Poulton et al., 2020). With COVID-19, chronic stress will be prolonged as a result of ongoing uncertainty regarding how the pandemic will unfold globally and how health and socioeconomic events will unfold domestically (Poulton et al., 2020). The first major de-escalation point is expected to be when an effective vaccine becomes available, resulting in international travel without risk becoming possible, but the timeline to vaccine success and universal availability is uncertain. It has been anticipated since the beginning of the pandemic that people will face disadvantaged and unresolved circumstances and anxiety over their future, perpetuating problems of despair, anger, anxiety and depression, over an extended period (Poulton et al., 2020).

As noted in the New Zealand Ministry of Health Psychosocial Mental Wellbeing Recovery Plan (Ministry of Health, 2020), when people experience major change and disruption this may result in stress, worry, fear, and grief. Most people will recover with support and time, however a small proportion of the population are at risk of developing more severe mental distress, such as depression and anxiety. The psychosocial response needs to ensure responsiveness for Māori and for other disadvantaged population groups, while also meeting the needs of the whole population (Ministry of Health, 2020).

The aim of the psychosocial response and recovery to the pandemic is (Ministry of Health, 2020):

...to minimise the psychological, physical and social consequences of the pandemic, and to enhance the emotional, spiritual, cultural, psychological, social and physical wellbeing of individuals, families, whānau and communities in the immediate response phases, and in medium to long-term recovery. (p. 1)

The Covid-19 Psychosocial and Mental Wellbeing Recovery Plan (Ministry of Health, 2020) includes the five focus areas for action, which are to:

- collectively build the social and economic foundations for psychosocial and economic wellbeing
- empower community-led solutions
- equip people to look after their own mental wellbeing
- strengthen mental health and addiction supports in communities
- support specialist mental health and addiction services.

Getting Through Together

Getting Through Together is a national mental health promotion response to the COVID-19 pandemic, led by the All Right? campaign team. Canterbury District Health Board, the Mental Health Foundation, and Te Hiringa Hauora / Health Promotion Agency worked together to develop and implement the Getting Through Together campaign.

The overarching purpose of Getting Through Together is to create and share national mental health promotion messages that support people to feel good, function well, and relate positively to one another (All Right? planning group, 2020).

Getting Through Together objectives (All Right? planning group, 2020) are to create and share mental health promotion messages that:

- normalise feelings of distress that may accompany the impacts of COVID-19 and show how to manage these feelings
- reassure people that they are not alone and that they can get through tough times
- help people understand what they can do to look after themselves and others.

Methods

Evaluation purpose

This evaluation documents the process of creating and implementing Getting Through Together, as a national wellbeing campaign response to a pandemic. The evaluation will identify what was done well and what could have been improved, including any lessons that may be transferable to other settings or responses. These findings will inform the future development and delivery of Getting Through Together.

Evaluation objectives

The objectives of the evaluation were:

1. To document why the Getting Through Together campaign came about.
2. To document who the key people and organisations were in the development of the Getting Through Together campaign.
3. To understand how key organisations worked together to create and deliver the campaign.
4. To understand what worked well and to identify any challenges related to creating and implementing the campaign.

Evaluation questions

The evaluation questions were:

1. Why was the Getting Through Together campaign created?
2. Who were the key people and organisations involved in the development of the campaign from the beginning?
3. How did the key people and organisations work together to create and deliver the campaign (including early expectations and any frustrations)?
4. To what extent did lockdown conditions affect the planning and implementation of the campaign?
5. Were there any changes to the original Getting Through Together plan? (If yes, what were they and why were they necessary?)
6. What do key people think worked well and what could have been improved in the planning and implementation of Getting Through Together?
7. Would anything be done differently if key organisers were doing this again? (what were the lessons learnt?)

Evaluation methodology

The evaluation methodology consisted of collection of qualitative data via key stakeholder interviews. Semi-structured interviews were chosen because they work well when new and unknown information is being sought. Semi-structured interviews also make use of the flexibility of the qualitative research process as initial findings can be carried forward into subsequent interviews, drawing out more detail as new issues come to light (Green & Thorogood, 2014). The semi-

structured interview approach uses open-ended questions based on areas of interest (see appendix for list of questions). Interviews also explored any other issues brought up by the interviewees. The qualitative data were recorded, transcribed and coded. The data were then analysed using a systematic iterative thematic approach to identify recurring patterns, following the method described by Green and Thorogood and others (Green & Thorogood, 2014; Liamputtong, 2013; Pope, Ziebland, & Mays, 2000). Interviews were conducted either in person or via telephone.

The following key stakeholders (n=15) were interviewed individually, all in July 2020:

Sue Turner	All Right? Campaign Manager, Community and Public Health, Canterbury DHB
Lucy D'Aeth	All Right? Public Health Specialist, Community and Public Health, Canterbury DHB
Ciaran Fox	All Right? Project Lead, Mental Health Foundation
Donovan Ryan	Co-Director, Great Scott Communications
Mary O'Hagan	Manager Mental Wellbeing, Te Hiringa Hauora / Health Promotion Agency
Harley Rogers	Project Manager, Te Hiringa Hauora / Health Promotion Agency
Russell Duncan	Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency
Ellen Norman	Māori Development Manager, Mental Health Foundation
Shaun Robinson	Chief Executive, Mental Health Foundation
Sophia Graham	Marketing and Communications Manager, Mental Health Foundation
Claire Jones	Marketing and Communications Consultant, Daybreak Consulting
Sarb Johal	Clinical Psychologist, Disaster Mental Health expert
Hector Matthews	Executive Director Māori and Pacific Health, Canterbury District Health Board
Gerard Vaughan	Social Marketing Consultant
Arran Culver	Mental Health Chief Advisor, Ministry of Health

The evaluation was reviewed against the National Ethics Standards for Health and Disability Research and Quality Improvement (National Ethics Advisory Committee, 2019). A Scope of Review Form was completed and submitted detailing the proposed evaluation of Getting Through Together. It was determined that the evaluation was not within the scope of review, with a letter provided by Health and Disability Ethics Committees stating this decision.

Results

Steps to the creation of Getting Through Together

Key stakeholders were asked to describe the steps to creating Getting Through Together.

Interviewees described the following steps:

- All Right? responded to wellbeing needs of the population arising from COVID-19
- the Ministry of Health identified a need for a national wellbeing campaign
- All Right? and the Mental Health Foundation identified that their respective wellbeing responses to the pandemic would be most effective if they partnered
- All Right? and the Mental Health Foundation put in a proposal to the Ministry of Health and received funding for a national wellbeing campaign
- Getting Through Together is launched
- following launch, Te Hiringa Hauora / Health Promotion Agency became a partner in Getting Through Together, all organisations agreed that it was beneficial to have an aligned psychosocial response.

All Right? response to COVID-19

All Right? were considering how best to use their experience of supporting people to care for their own wellbeing post-disaster to support the population during the uncertain times of the pandemic.

We wanted to build off the things that we'd learnt from All Right? about how population wellbeing messages can really support people to care for their own wellbeing and for the wellbeing of those around them in uncertain times or emergencies and we knew that COVID would be that, so All Right? could be useful.

[Public Health Specialist, Community and Public Health]

Even prior to the government alert levels being announced in March 2020, All Right? had responded quickly with messaging that would turn out to be prototype versions of Getting Through Together. At this early stage it was already apparent that responding to COVID-19 would become the focus of All Right?.

All Right? was already responding to... public concern before we even had the alert levels announced, there were prototype versions of Getting Through Together. It was us doing some responsive messaging and a little bit of in-house resource development... it was clear that as things escalated rapidly... this would become all of our work...

[All Right? Project Lead, Mental Health Foundation]

Ministry of Health identified a need for a national wellbeing campaign

In the very early stages of the pandemic, as All Right? was responding to COVID-19, the Ministry of Health had identified a need for a national wellbeing campaign. The Ministry of Health were aware

of the success of All Right? in Canterbury post earthquakes (Calder, D'Aeth, Turner, Fox, & Begg, 2016; Calder et al., 2020; Opinions Market Research, 2018) and also nationally after the mosque shootings in Christchurch in early 2019, with the He Waka Eke Noa campaign (Canterbury District Health Board, 2020). In light of the team's experience to date, the Ministry of Health invited All Right? to put in a proposal to develop and implement a national psychosocial response to COVID-19.

...when we knew COVID was coming we'd been in a long conversation with the Ministry about the usefulness of our All Right? lessons to other disasters, and had done national work around He Waka Eke Noa... there were people in the Ministry who knew what we could do...

[Public Health Specialist, Community and Public Health]

All Right? identified the need to partner with the Mental Health Foundation

Prior to putting a proposal to the Ministry of Health for a national wellbeing campaign in response to COVID-19, All Right? identified that the campaign would be most effective if they partnered with the Mental Health Foundation. Reasons for this included the national reach of the Mental Health Foundation and the opportunity to align messaging. Discussions began between the two organisations around partnering to develop and implement a national campaign.

We thought if they're wanting a national campaign, there's no way we can do that on our own, we need to talk to the Mental Health Foundation... they agreed to come on board...

[All Right? Campaign Manager, Community and Public Health]

The Mental Health Foundation quickly came on board with All Right? to develop and implement the campaign. This included the Māori Development Team at the Mental Health Foundation.

...it happened at the very early stages of the COVID-19 crisis with our Comms team and the All Right? team having conversations about the need for a response to COVID-19 and very quickly developing a concept around how All Right? could be used as the vehicle for a nationwide positive mental health promotion campaign.

[Chief Executive, Mental Health Foundation]

...when I first became involved, it was the week of when we went from Level 3 to Level 4 lockdown... I was working with the Mental Health Foundation as the Māori Development Manager. Me and my staff were assigned to work on the programme.

[Māori Development Manager, Mental Health Foundation]

In the very early stages of the development of the campaign, prior to receiving funding from Ministry of Health, the Mental Health Foundation committed to provide resources for the campaign.

...from the Mental Health Foundation's point of view and in that first week it was unclear whether the Government was going to provide any resources or not. So, I committed to providing some resources from the Mental Health Foundation in theory to make something happen although we were not able to provide the level of resources that ultimately the Government could provide.

[Chief Executive, Mental Health Foundation]

Fast moving response to launch Getting Through Together during the pandemic

Previous experience and strong relationships with key organisations enabled All Right? to act quickly to develop a partnership with the Mental Health Foundation and secure funding from the Ministry of Health to develop Getting Through Together and implement it at the start of the level four lockdown.

...we launched into Getting Through Together once we were properly going into lockdown... I remember [the creatives] presenting their initial look and feel, and branding of Getting Through Together fairly early on... only days into the lockdown.

[All Right? Project Lead, Mental Health Foundation]

...there were very quick conversations way back in early March, very much on the fly as everybody was reacting to the rapidly evolving crisis.

[Chief Executive, Mental Health Foundation]

Strong pre-existing relationships with key organisations allowed a nimble response, including with trusted marketing and communication agencies. Following the launch of Getting Through Together, Te Hiringa Hauora / Health Promotion Agency became a partner with All Right? and the Mental Health Foundation under the direction of the Ministry of Health.

...I'm not sure if we contributed to its creation but we as a stakeholder and key partner got involved and were directed to be involved by the Ministry of Health within our work under the psychosocial response work... knowing full well what All Right? does and then finding out what the Getting Through Together was, a natural progression and evolution through to entering into a collaborative agreement... that was how we formed and how we became partners in the delivery of it.

[Project Manager, Te Hiringa Hauora / Health Promotion Agency]

Te Hiringa Hauora / Health Promotion Agency had previously been directed by the Ministry of Health to deliver psychosocial messaging to support what had been identified by the Ministry as five priority groups (Māori, Pacific peoples, older persons, new mothers, and people with long-term conditions). All parties agreed that it made sense to deliver aligned psychosocial messaging under Getting Through Together, rather than delivering parallel campaigns.

...Te Hiringa Hauora, was contracted by the Ministry to extend their COVID psychosocial approach into five priority audiences... as part of that approach it was also working closely together with the Mental Health Foundation and the All Right? campaign... because there

was the great All Right? campaign that had been rolled out nationally, it was to make sure we really come alongside.... So the decision was made... that it would better to work with the campaign and extend that... rather than come on top or do a parallel campaign.

[Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

Key organisations involved in the creation of Getting Through Together

All Right? lead the development of Getting Through Together. All Right? and the Mental Health Foundation met early on to ensure that their messages were aligned, soon after which a decision was made to work together more closely. After the launch of Getting Through Together, Te Hiringa Hauora / Health Promotion Agency joined as partners. In addition, the marketing and communication agencies were viewed as key in the creation and implementation of Getting Through Together. The Ministry of Health was also a key stakeholder, as the primary funder of the campaign.

All Right? is really good at this so I think the idea generators and development has been driven at Christchurch, and I think supplemented by the Mental Health Foundation.

[Co-Director, Great Scott Communications]

...traditionally All Right? is a fairly autonomous thing in some ways, but we started to move more closely aligned with the [Mental Health] Foundation because they were also speaking out about... particularly the people who had lived experience of mental distress around what to expect and how to look after themselves, and we wanted to align...

[All Right? Project Lead, Mental Health Foundation]

The key organisations were motivated to work together to ensure psychosocial messages aligned. The remit was slightly different for Te Hiringa Hauora / Health Promotion Agency, however everyone agreed that it was beneficial to align all the psychosocial messages under Getting Through Together.

Our remit was to produce a generic mental wellbeing campaign. The Health Promotion Agency remit was to focus on particular groups which the Ministry identified... it became clear that we all agreed that wouldn't it be great to put everything under the Getting Through Together umbrella...

[All Right? Campaign Manager, Community and Public Health]

Key organisations' contribution to Getting Through Together

The All Right? campaign

The All Right? campaign team's contribution to Getting Through Together included: strong leadership; experience at responding to population psychosocial needs during crisis situations; strong pre-existing relationships with key organisations; evidence-based messaging; experience with evaluation; and evaluation findings illustrating that All Right? has high reach, acceptability, and impact.

Interviewees discussed the leadership that All Right? provided to Getting Through Together.

I'd have to say the leadership... The genuine collegial environment... that All Right? and the Mental Health Foundation bring to the table... very skilled and talented people in what they do... from a collective impact, collective, amazing communicators...

[Project Manager, Te Hiringa Hauora / Health Promotion Agency]

All Right? was the primary organisation in launching Getting Through Together. All Right? has a proven ability in developing and responding to crisis situations. The experience All Right? has had over the previous eight years has been adapted for other disaster or crisis situations, for example, a national response by All Right? to the mosque shootings in Christchurch in March 2019, where All Right? developed a national campaign, He Waka Eke Noa, to provide psychosocial support following the terrorist attack. Other examples of situations that All Right? has responded to include the 2010/2011 Canterbury earthquakes, the 2016 North Canterbury earthquakes and the 2017 Port Hills Fires.

All Right? were ready to go... this is exactly the kind of thing we had been used to doing. We just had a similar emergency response experience after the terror attacks last year... all that history and experience and the fact that we are standing ready to go.

[All Right? Project Lead, Mental Health Foundation]

All Right? has been continuously evaluated since its inception. Previous evaluations of All Right? have demonstrated that the campaign achieves a high reach and acceptability, maintains high levels of impact, and motivates change in behaviour to improve wellbeing (Calder et al., 2016; Canterbury District Health Board, 2020; Community and Public Health, 2018). In addition, All Right? had strong relationships both within the team and with key organisations.

...the fact that the [All Right?] campaign has evaluated well in the past gives you confidence to continue it, whereas if it was a brand-new piece of work and you had no audience giving you any response that's a riskier place to play.

[Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

We also know quite a lot about evaluation... we have got the All Right? evaluation... Broadly, when you divide the recognition levels by the people who value it... it's useful whether you're flourishing or languishing...

[Public Health Specialist, Community and Public Health]

The Mental Health Foundation

The Mental Health Foundation contribution to Getting Through Together has included: access to an audience different from the All Right? audience; contribution to Māori development work; contribution to determining the best messages for Getting Through Together, to ensure that positive mental health messages did not confuse messages of how to get help; and political advocacy, including for timely access to funding and that the campaign was able to work within any constraints posed by government requirements to respond to need in a nimble way.

The Mental Health Foundation exposed the campaign to a different audience and helped define what messages fitted for what voices, and ensure the voices are going through the right channels. Our reach of our own communications channels meant that people were able to really help to promote Getting Through Together and to make sure that it reached its maximum audience.

[Chief Executive, Mental Health Foundation]

The contribution of the Mental Health Foundation to Getting Through Together Māori development work including creating kaupapa Māori resources for the campaign and connecting with Māori providers.

We also worked, I'm talking Māori Development work, hard and alongside... Comms and Marketing, sharing resources, I think we worked really great together... we started creating kaupapa Māori resources for the campaign... And also connecting with Māori providers like Tahu FM... to do the voiceovers for radio ads, video ads and key messages, so we had our own resources in regards to translations...

[Māori Development Manager, Mental Health Foundation]

...our Māori Development Team were able to get involved and make a big contribution to development of a Māori response and that really was a big enhancement to the programme.

[Chief Executive, Mental Health Foundation]

Part of the process of contributing to creating kaupapa Māori resources involved the development of a process where a kaumātua signed off resources. There was robust feedback to Māori campaign messages, therefore it was felt that this level of support for the messages was needed.

...we've had lots and lots of feedback, what we call wānanga ... having a conference with a whole lot of different experts in the field... we'd have hours long discussions and debates around correct words... we ended up contracting in a kaumātua to sit alongside of us... he gave his blessing on everything that we did and for a kaumātua to do that... we would talk to him about what the idea was, what we were trying to achieve, and then we'd give him the finished product... and sign it off for us virtually... it was a totally different process, a process that we as kaimahi Māori workers within this field needed to have that level of support...

[Māori Development Manager, Mental Health Foundation]

The Mental Health Foundation helped to define the best messages for Getting Through Together, to ensure that positive mental health messages did not confuse messages of how to get help.

...the Mental Health Foundation has a slightly different audience from All Right?... we were really able to help define what messages would best fit with what voice, there were some messages that fit best with Getting Through Together and some that fit best with the Mental Health Foundation... we have a large audience of people with various levels of mental distress... we were able to work with Getting Through Together to differentiate and make sure that the messages and voices were coming through the right channels...

[Chief Executive, Mental Health Foundation]

The Mental Health Foundation also contributed to Getting Through Together by providing political advocacy. The Mental Health Foundation advocated for funding, including that funding was provided in a timely way and that the campaign was able to work with any constraints posed by government requirements in order to respond to need in a nimble way.

Te Hiringa Hauora / Health Promotion Agency

The contribution of Te Hiringa Hauora / Health Promotion Agency to Getting Through Together included: experience of large-scale national campaigns; contribution to the development and execution of Getting Through Together; financial and resource contribution; and alignment of wellbeing messages with Getting Through Together messages.

Te Hiringa Hauora / Health Promotion Agency contributed their experience of large-scale national social marketing campaigns.

[Te Hiringa Hauora / Health Promotion Agency] brings experience of running large scale national campaigns to the table. I think we bring in some different perspectives to the table that while it necessarily might not end up how it rolls out, at least it brings some different thinking to the table...

[Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

In addition, Te Hiringa Hauora / Health Promotion Agency contributed to the development and execution of Getting Through Together.

From a strategic perspective we've provided input and allowed resource to both connect with the programme and contribute where necessary, so content development... cultural advice... we've had a small contribution to the development and also the execution of the Getting Through Together campaign. Through a number of staff, we've communicated and advised and provided content...

[Project Manager, Te Hiringa Hauora / Health Promotion Agency]

Both financial and other resources were provided by Te Hiringa Hauora / Health Promotion Agency under the direction of the Ministry of Health.

Finally, Te Hiringa Hauora / Health Promotion Agency aligned their wellbeing messages with Getting Through Together messages and contributed in particular by aligning their targeted messaging for five priority groups (Māori, Pacific peoples, older persons, new mothers, and people with long-term conditions) with Getting Through Together.

Marketing and communication experts

Marketing and communication experts contributed to Getting Through Together in the following ways, among others: providing an interface between health promotion and the public appearance of

the campaign; a role in developing the overall media strategy; facilitation of the social media component of the campaign; and producing newsletters and resources for the campaign.

The marketing and communication experts acted as an interface between health promotion and the public appearance of the campaign. This included a role in the development to the overall media strategy, how the campaign looked visually, and the wording of the messages.

I see my role as being an essential hub between the health promotion side of the campaign and the public face of the campaign, and trying to take the core messages we're wanting to deliver and work out how they look visually and the wording that goes with those and helping to come up with a design brief...

[Marketing and Communications Consultant, Daybreak Consulting]

Communication experts also facilitated the social media components of Getting Through Together. In addition, they provided a regular newsletter to those subscribing via email to Getting Through Together and worked on developing resources for Sparklers at Home².

... we've kept a really good, engaged Facebook following and we've grown the Facebook and Instagram following. We've got a really engaged audience...

[Co-Director, Great Scott Communications]

We've been involved in Sparklers at Home. Great Scott did all the graphics and design of the webpage... the Prime Minister promoted it on her Facebook page which made the website crash... that was a good outcome for Getting Through Together... Also, at the same time we made a Sparklers Facebook page for parents and Sparklers for Teachers Facebook group. There were 1400 teachers on it...

[Co Director, Great Scott Communications]

Early expectations of Getting Through Together

Interviewees were asked about their early expectations of the campaign. Expectations included that: key organisations would work together to promote Getting Through Together messages; the campaign would achieve high reach and impact; and that previous experience and expert advice would inform the focus of campaign messages. It was anticipated that Getting Through Together would deliver a national campaign with high reach and impact to support the community during the pandemic.

² Sparklers was developed by All Right? in response to requests from the education sector for tools to help them support and promote the wellbeing of young people in Canterbury. During the lockdown period, when schools were closed, All Right?, under the Getting Through Together umbrella, developed Sparklers at Home, a wellbeing resource for home schooling.

There was an expectation by All Right? that all the organisations would work together to promote Getting Through Together through their respective networks. Interviewees reported positive experiences of working together, with enhancement of already-strong relationships.

I expected and was grateful to be affirmed in my belief that the Mental Health Foundation would be really helpful in introducing a national conversation... and they exceeded those expectations, because I thought we had a good relationship and now we've got a way deeper relationship.

[Public Health Specialist, Community and Public Health]

The expectations were of goodwill, certainly right at the start... we were directed by the Ministry and required to support the programme, which we absolutely loved doing.

[Project Manager, Te Hiringa Hauora / Health Promotion Agency]

Te Hiringa Hauora / Health Promotion Agency had the expectation that the campaign would be extended to the five priority audiences.

My expectation was it was a good national wellbeing campaign that was piloted and worked really well out of Canterbury, being rolled out at a national level in response to COVID, and then my expectations were we would be able to extend this campaign to the priority audiences the Ministry had given us, to complement it really. And my expectations have been met. I think it's a fantastic campaign and... I think we've managed to build a really nice relationship and how to extend it going forward.

[Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

Anticipating psychosocial needs

Early expectations of the national population's psychosocial needs were based on each organisation's prior experience, expert advice, and real-time feedback from interaction on social media. Interviewees discussed the challenges of anticipating the needs of the population due to the pandemic and associated national lockdown. Expectations of psychosocial needs continued to change in the fast-changing situation.

We were trying our best to anticipate, drawing on information that was coming from a variety of places like the Ministry, they were putting out prototype psychosocial plans, we were talking to, the public experts... and saying, what do you guys think?... And we were all feeling around for what was going on.

[All Right? Project Lead, Mental Health Foundation]

Previous All Right? experience influenced expectations of messaging. For example, there was an expectation that the population would benefit from messages that provided reassurance that it is all right to be feeling a wide range of emotions, and to promote ways to look after yourself. Interviewees noted that expectations of Getting Through Together kept changing due to the constantly evolving situation and the speed with which the campaign needed to respond.

I remember when we were evaluating All Right? in the first place we talked about building the planes we were flying in ...and I look back at that and the timeframe that we were working in... was luxury compared to the speed and the trust that we've had to show in Getting Through Together.

[All Right? Project Lead, Mental Health Foundation]

Variations from original plan for Getting Through Together

Covid-19 and the associated lockdown was new territory

Although Getting Through Together fundamentally followed its original plan, there were some changes, particularly around messaging. COVID-19 and the associated lockdown was unlike any crisis situations that All Right? had responded to previously. There were many uncertainties at the onset, such as how long the level four lockdown would be in place.

...you think you know what it's going to be like but you don't actually know, this is despite the fact that it is in the category of disaster, it's not like any other disaster that we've ever dealt with. And no-one had any idea how long it might go on for, what the extent of it would be...

[All Right? Campaign Manager, Community and Public Health]

Constantly responding to rapidly changing situation.

The campaign messaging needed to be constantly adjusted to respond to the Alert Level changes and information coming in about population wellbeing. One example was that Getting Through Together responded to combat stigma associated with those who had tested positive for COVID-19.

...we have to be cognisant of what's actually happening in the community... as we moved through the levels for instance, we had no idea... what that might be like for different people. To start with we were thinking that we could be in lockdown for much, much longer and I think the government thought that as well...

[All Right? Campaign Manager, Community and Public Health]

It was responding to the need and the things that were presenting themselves and the example at the moment being the significant amount of rhetoric and dialogue around stigma and discrimination... having the conversation around how do we combat that...

[Project Manager, Te Hiringa Hauora / Health Promotion Agency]

Success factors for implementing Getting Through Together

Success factors for creating and implementing Getting Through Together included:

- being ready to respond to a crisis, enabling a quick response with strong evidence-based messaging for the population;
- producing meaningful messaging that had wide appeal in a rapidly evolving situation;
- a successful move to using more mass media for communicating, such as television and radio to reach a national audience;

- the ability and willingness of the three organisations to form an effective partnership quickly, in particular All Right? and the Mental Health Foundation, who had a strong pre-existing relationship;
- strong leadership from All Right?;
- the key organisations sharing a similar values base;
- a shared purpose to improve the wellbeing of New Zealanders;
- all key organisations being motivated to work together for this common aim, drawing on each other's strengths; and
- the strong input into the look and feel of the campaign from Māori development team, including the development of messaging specifically for Māori.

Meaningful messaging that resonated with the population

Interviewees reported that Getting Through Together had produced meaningful messaging that had wide appeal in a rapidly evolving situation, including messages targeted to Māori.

I think the clear look and feel and design of the campaign... As we've bought new messaging to the table for different audiences, the fact the campaign's been flexible enough to roll that out's been fantastic.

[Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

It's a tough job because we've got a wide variety of ages, ethnicities and locations and people going through lots of different stuff, and I think more often than not most times All Right? has hit the mark in appealing to that wide variety in our community.

[Executive Director Māori and Pacific Health, Canterbury District Health Board]

I think it's simple messaging with good reach is probably the most central ingredient...

[Mental Health Chief Advisor, Ministry of Health]

Although at the time of data collection, Getting Through Together had not been able to evaluate the campaign nationally, Christchurch population-based research indicated that Getting Through Together had achieved a 71% reach within the Christchurch population³ (Canterbury District Health Board, 2020). Other ways Getting Through Together has been able to determine how well the messages have resonated have included, for example, records of orders for campaign resources received from throughout New Zealand. Interviewees discussed the successful move to using more mass media for communicating, such as television and radio, to disseminate the Getting Through Together messages.

³ Research was undertaken by Opinions Market Research on behalf of All Right? through phone interviews with a representative and randomly-selected sample of 500 greater Christchurch residents aged 15 years and over, in June 2020 (Canterbury District Health Board, 2020).

... one of the really cool transitions for us was moving to using some mass media like television and radio... I think translating some of the messaging to television was really successful. I think the way it looks and the way it came across was great, and I think it was largely to do with the creative talent behind it.

[All Right? Project Lead, Mental Health Foundation]

All Right? able to respond quickly

Interviewees reported that something that worked particularly well was that Getting Through Together was ready to respond, enabling a quick response to the pandemic with strong evidence-based messaging for the population.

...I think the way we've been able to translate information and intelligence into meaningful messages and turn it around quickly. That's been really successful. ...we were standing and ready to go.

[All Right? Project Lead, Mental Health Foundation]

An essential part of being ready to go was having pre-existing relationships with, for example, the creative talent to deliver Getting Through Together.

I think the way it looks and the way it came across was great, and I think it was largely to do with the creative talent behind it and being able to draw on some of those long existing relationships to make it all work. For example, the person that made the TV ads... who's made many of the other things for All Right? over the years and is really familiar with the feel of things and what we're about.

[All Right? Project Lead, Mental Health Foundation]

Strong partnership between the three organisations

The ability and willingness of the three organisations to form an effective partnership quickly, was a success factor in creating and implementing Getting Through Together. Interviewees reported that people from all levels of the organisations were flexible and cooperative, making it straightforward to work together.

Interviewees credited All Right?, in particular, for strong leadership. Interviewees commented that in addition to the willingness of the three organisations to work together, there was goodwill, trust and a genuinely collegial environment. This resulted very quickly in a collaborative document (Getting Through Together, 2020) between the three organisations ensuring that they were accountable to each other.

I think in general it's been the willingness of the different parties to work together and there's basically been very goodwill... within about a month... the leaders of the three organisations agreed that we needed to look at a collaborative document that would bind us together for this work and potentially for work in the future...

[All Right? Campaign Manager, Community and Public Health]

I think Getting Through Together worked really well with having an operational team... from all the organisations.

[Māori Development Manager, Mental Health Foundation]

I think the humans involved, I can't say enough about the people involved and I think that's what's made this all work... I think there's a good coalition of the willing.

[Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

The key organisations share a similar values base and were working to improve the wellbeing of New Zealanders. All organisations were motivated to work together for this common aim and to draw on each other's strengths. An important part of the three organisations working together effectively had been having a strong, shared kaupapa, including karakia and whakawhanaungatanga to ground the Getting Through Together work.

Māori development team

Interviewees noted that the Māori development team had a strong input into the look and feel of the campaign and developed messaging specifically for Māori. Interviewees reported that the input of the Māori development team had been particularly valued in the creation and implementation of Getting Through Together.

I think the input of our Māori Development Team... overall it worked really well and a lot of the Te Reo and Te Ao Māori material within Getting Through Together has been really strong and really effective and that's been really good.

[Chief Executive, Mental Health Foundation]

...one of the key things is that we continued to create and do things the way we best thought how to do them from a Māori perspective... in discussions with [the Māori advisory group] ... they said... carry on, you are doing great...

[Māori Development Manager, Mental Health Foundation]

...the Māori Development team having strong input into the shape of the language and the look and feel of the campaign, and that's worked incredibly well.

[All Right? Project Lead, Mental Health Foundation]

An example of the work of the Māori development team was the translation of the concept of the All Right? rollercoaster specifically for Māori. This was done by using the changing nature of the sea as a symbol for changing moods. The translation of the concept rather than just the language was identified as a particular success factor.

Early Frustrations

Working via videoconferencing during lockdown

A number of interviewees reported that working via videoconference during lockdown was a frustration, as a number of the key stakeholders of Getting Through Together were meeting for the first time via video conferencing. Challenges included, for example, not being able to read people's

body language when meeting them for the first time, having a conversation over Zoom when there were large numbers of people, and technological challenges. Ideally, if there had not been a lockdown, there would have been a mixture of face to face meetings and videoconferencing.

I think it impacted hugely... The fact that it's really hard, when you meet people... on Zoom that I've never met before... it's so hard to grasp all the nuances of people's body language and to get a handle on how people operate was really hard.

[All Right? Campaign Manager, Community and Public Health]

Interviewees reported that the initial stages of the campaign may have gone more smoothly if key people had been able to have some face to face meetings.

...my personal view is I prefer face to face... I don't think it all needs to be, but I think had we been able to do that right at the start we may have not had as many of these bumps in the road. It's not showstopping challenges but I think a bit more face to face.

[Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

Some feelings of isolation and disconnection

As Getting Through Together expanded, it became apparent that smaller sub-groups were needed to focus on aspects of the campaign. This, coupled with fewer people signing off aspects of the campaign, led to some contributors feeling isolated and disconnected. This challenge was resolved when people were able to meet face to face again.

Increased workload

Interviewees reported increased workload as an early frustration. This included many requests for advice, assistance, or collaboration from individuals and organisations that had products that they believed were going to help. Getting Through Together felt a responsibility to protect the population from an overload of products and programmes that were purported to be good for their wellbeing.

...people writing to All Right?... saying "All Right's great" and you've got this platform, I've got this amazing tool... and they're totally convinced that it's going to be helpful and useful... we had a certain responsibility to keep the noise levels down too and we were really, really conscious of that ourselves...

[All Right? Project Lead, Mental Health Foundation]

Determining how best to report to Ministry of Health

An early frustration was a high level of reporting being required by the Ministry of Health. At the time of the evaluation interviews, the approach to reporting to the Ministry was continuing to evolve, with no pattern or routine of reporting yet established. Interviewees reported advocating for a level of trust between the Ministry and Getting Through Together.

[The Ministry of Health] were more engaged and involved operationally than they ever have been with All Right? before... They were doing this as an adjunct to... the border, the unite against COVID work, and the Public Health response, so they weren't sure what they were supposed to report and they're still actually nutting that out

[All Right? Project Lead, Mental Health Foundation]

Part of advocating for a level of trust was ensuring that Getting Through Together could move at a necessary pace. Despite its supportiveness, it was perceived that the Ministry of Health was slowing the responsiveness of Getting Through Together.

Determining how three organisations will work together

One interviewee discussed how in the past the different organisations worked in different ways and reported some initial frustrations at bringing the partners together and all partners understanding how each organisation works. For example, this interviewee discussed how All Right? and the Mental Health Foundation had previously worked in different areas of the mental health promotion continuum.

After All Right? and the Mental Health Foundation had partnered to deliver Getting Through Together, bringing a third agency to the partnership had had some frustrations. Adding a third agency made the structure of Getting Through Together more complicated, however all parties agreed that it was worth some initial challenges to have a united national wellbeing campaign. Interviewees described some initial frustration about perceived lack of clarity of roles. Some staff were not clear what was expected of them in the new structure of the three organisations working together.

I think a number of the staff that I've been supporting, and managing were just a little bit frustrated at the lack of clarity and what was expected of them, and how we work together in their role... probably, some people were collaborating quite well, some people actually don't and they do require that little bit more direction than others...

[Project Manager, Te Hiringa Hauora / Health Promotion Agency]

Perception of being underfunded

Interviewees commented on their perception that the campaign was underfunded, with unfair expectations about what the campaign could achieve with the level of funding that was provided.

I think if all the parties, not just those working on it but actually the wider Ministry, gave the campaign a fair expectation of what it could achieve, that would be easier... I think the campaign is underfunded particularly when you compare it to other national campaigns.

[Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

Interviewees believed that Getting Through Together was well resourced from a human resource point of view, however not well resourced in terms of how much marketing Getting Through Together was able to do with the funding provided.

...when I say campaign, I'm talking more my area of expertise which is the marketing... rather than the whole wider project... Lotto spends in a month what we've spent over this whole period. [Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

Greatest challenges

Bringing teams together

Interviewees discussed the challenge of bringing teams together to work more collaboratively in a time of crisis. There was initial resistance to working collaboratively for some staff.

It's been quite a challenge bringing our teams on board... to work in a much more collaborative way... everyone's used to doing what they do because it's what they do and they're really clear about their role in the team... But now suddenly we were saying... we need you to work in partnership and there was a little bit of resistance.

[All Right? Campaign Manager, Community and Public Health]

It's the bringing together of new partners in time of crisis... It would be much nicer if it was us working on this before and then going live so I think that's not a negative, but it was a challenge...

[Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

...three organisations that were working directly on this... and I think that had challenges. There were resistances within each organisation to working with the others... the dynamics of working teams were constantly changing and like any team as you bring new people in... there's a certain amount of going backwards to re-find your feet, storming whose role is what, so I think there was a fair bit of that going on...

[Chief Executive, Mental Health Foundation]

Interviewees reported that the need to work collaboratively and quickly resulted in not all staff being included in decision making. This caused some staff to feel excluded. A challenge for campaign leadership was the need to manage staff expectations and disappointments.

Leadership from Ministry of Health

A number of interviewees reported that a challenge was a perceived need for more leadership and direction from the Ministry of Health. For example, more leadership from the Ministry would have been helpful to create an integrated and coordinated communications and stakeholder strategy. In addition, interviewees reported that it would have been helpful if the Ministry disseminated the Getting Through Together resources through the Ministry website and through the Ministry's existing networks. One interviewee noted a challenge being that the Mental Health Foundation and Te Hiringa Hauora / Health Promotion Agency were potentially in competition with each other and that Ministry leadership would be helpful in this potentially complex situation.

I would have liked the government to have taken a lot more leadership especially for the likes of the websites that were created... So, because the Ministry of Health were driving this I would have thought they would have coordinated what we were trying to achieve a lot better...

[Project Manager, Te Hiringa Hauora / Health Promotion Agency]

Targeting Māori

Interviewees reported that at the start of Getting Through Together there were some challenges in translating messages for Māori. Interviewees explained that although initially a kaupapa Māori approach would have been preferred, during the initial crisis situation the Māori development team focused on doing what was needed to get the messages out.

...one of the messages right at the beginning was distance but not distant, and in a Māori context it does not fit... because we're collective and we're more of a social structure, those words we don't have in our vocabulary. So, because we have to translate them as much as we could, it was easier if we actually would have started off with a clean slate. If they say, here's what we need to create, something to tell people to be social distancing.

[Māori Development Manager, Mental Health Foundation]

Two to three weeks after the start of Getting Through Together, a kaupapa Māori approach was taken by the Māori development team. Interviewees reported that it was much easier for them to develop Māori resources from a Māori perspective, and then translate the messages into English later.

Working on Getting Through Together while also being affected by the crisis

Interviewees discussed the challenge of working on a response to the pandemic while being impacted by it. For some, this included the challenge of being at home with children during lockdown, while having an increased workload.

I don't think I've ever been as busy as I was when we started this... So, whether it was the videoconferencing or just the fact that we were looking at pretty hectic lives with kids at home and trying to do this work... the sheer amount of work that didn't allow for the two-hour meetings to ruminate, the time to think...

[Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

Lessons learnt

Clear communication about the need to work in a different way

Interviewees reported that with the benefit of hindsight, it would have been better to have clearer communication with staff that Getting Through Together would involve working in a different way than to prior to the pandemic.

I talked about some of the operational growing pains that we had around people feeling disconnected... maybe I would have tried to communicate to the team earlier on and say, OK we're going to have to change a little bit because... there's no way everyone's going to be able to be over everything, so here's what we're going to do.

[All Right? Project Lead, Mental Health Foundation]

...because we were working so quickly and with different organisations, some of the sign-off processes for me changed... I feel possibly that wasn't really communicated to the rest of the team as well as it could have been... I think it made some people feel like they were cut out of a process they were usually part of...

[Co-Director, Great Scott Communications]

The situation of some staff feeling left out was for the most part resolved when the Getting Through Together Manager facilitated a meeting where everyone had the opportunity to speak. Following the meeting, the manager sent regular emails to staff to keep them updated on campaign developments.

Set up the structure of Getting Through Together with a collaborative agreement between the three organisations

The lead for Getting Through Together discussed the overwhelming workload of managing a national campaign in addition to an existing workload. In future she would advocate for funding for a dedicated project manager. In addition, operational plans would have been looked at more clearly from the beginning. It was acknowledged by interviewees that this was not done initially, as it normally would have been, because the organisations were coming together in a time of crisis. In addition, if Getting Through Together was developed in a usual circumstance there would have been more of a consultative process, with more people involved in the planning.

We were developing on the fly while we were delivering... the nature of the crisis response... I would have liked to have spent at least a week where I would have been in touch with... the senior leads of the programmes to really establish... a working structure, based on objectives of course, what we want to achieve, what you want to achieve, who's on the agenda of those projects and of our projects... come together at least spend a little bit of time in the development phase before firing straight into implementation and delivery.

[Project Manager, Te Hiringa Hauora / Health Promotion Agency]

...if those crisis situations had not been in play we probably would've taken quite a different approach to planning... we would have done a more consultative process, we would have engaged more people in the thinking and the planning. But it's hard to say that that's what we would've done differently because I don't think that conditions really allowed it to be done that way.

[Chief Executive, Mental Health Foundation]

At the time of the interviews, the structure of Getting Through Together had been strengthened, in part due to a collaboration agreement (Getting Through Together, 2020) being implemented by the three organisations.

...the agreement that we put together between the three organisations... It's a milestone really... trying to bring the staff into that as well so it's not just about the leaders getting together and going, yes and this is going to be lovely and we're going to work together...

[All Right? Campaign Manager, Community and Public Health]

Kaupapa Māori approach from the inception of Getting Through Together

Interviewees reported that, with hindsight, they would take a Kaupapa Māori approach from the beginning for messages targeting Māori.

First, I would start with a kaupapa Māori lens right from the beginning and although we didn't understand the All Right? campaign and how it operated, creating it from a kaupapa Māori lens is a lot easier so for instance there was one of the concepts that tough times and it's like a rollercoaster, you have good days and bad days. And I was sitting there amongst all of the creatives, I was the only Māori, and I just said no... it doesn't work for me...if you give me the moana, now that works for me, 'cos you've got turbulent seas, calm seas, the same thing... they go, let's do that then... it's a really good example and that was a really great video.

[Māori Development Manager, Mental Health Foundation]

I think that we could have nailed Māori engagement earlier and I think probably that would be how I would reflect how we could improve...

[Marketing and Communications Manager, Mental Health Foundation]

Experience of being involved in the creation of Getting Through Together

Proud to be involved

Interviewees reported that they felt proud about being involved in the creation of Getting Through Together. Reasons that interviewees felt proud included how quickly meaningful messages were created and implemented and how well new partners worked together to do this. In addition, interviewees were proud of being leaders in the field, as evidenced by international feedback from other organisations wanting to use Getting Through Together messages.

I feel really proud... it continues to be a really empathic and energising and enlivening thing to be a part of and I've learnt so much and just feel really in awe of all the really talented and passionate people that were involved. And I also know we were leading. There was no-one else in the world that had a wellbeing mental health support... in place as quickly as we did. And we were contacted by people all over the world who were impressed with it and wanted to use it and I think... we got something right.

[Marketing and Communications Manager, Mental Health Foundation]

Interviewees reported receiving strong positive feedback that the Getting Through Together messages had been supportive and useful, including from people with experience of mental illness.

And we... have really, really strong feedback from our community... people with experience of mental illness or mental distress, and to hear from them that they found the campaign supportive, useful has been really rewarding.

[Marketing and Communications Manager, Mental Health Foundation]

Fortunate to have a national conversation about wellbeing

Getting Through Together was viewed as a landmark campaign, which allowed a national conversation about wellbeing. Interviewees reported that they felt fortunate to be able to have this national conversation, and discussed the importance of having a government that was receptive to it. The social media component of Getting Through Together enabled this conversation to occur in real time. Interviewees reported high engagement with Getting Through Together social media, during lockdown in particular.

I think that's amazing and I do think it has potentially opened the door on a more national conversation around wellbeing. I think having a Government that's receptive to that and a Prime Minister who demonstrates emotional intelligence and a recognition that there is emotional impact from events like this...

[All Right? Project Lead, Mental Health Foundation]

...very fortunate... to have wellbeing conversation at a national level... I think we tell some great stories and got some great engagement on social media. I think Facebook use over lockdown... skyrocketed the usage, and we had a really engaged audience create really cool content.

[Co Director, Great Scott Communications]

Feels good to have built a national team to promote wellbeing and to learn from each other

Interviewees reported feeling grateful and excited to have built a team to deliver national wellbeing messages. In addition, they reported that they enjoyed learning from each other and developing strong relationships between the organisations. The feelings of goodwill and partnership had increased after being able to meet in person and putting a formal agreement in place.

I just feel so grateful and privileged to learn and connect and potentially contribute personally to the Getting Through Together work. I feel very rewarded and I have had a lot of value in the work that we've done together...

[Project Manager, Te Hiringa Hauora / Health Promotion Agency]

...it's actually really enjoyable to be in a relationship with these people 'cos I learn a lot... well it's a never-ending journey to learn how other people conceive wellbeing and how they might communicate it... it requires you to go deeper into the relationships with the people you're working with. It's been useful to realise how much we've learnt... some things that we didn't know in 2012 we now know so intuitively...

[Public Health Specialist, Community and Public Health]

I've really enjoyed meeting the people... they've been open and keen... just really kind, nice people that have made this work in spite of these challenges. I feel like I've come out of it

now with some amazing contacts that I can pick up the phone and have a good chat with, and whether it took a few more rough seas to get there, but in the great scheme of time we're only a couple of months since we started and I feel it's great, we've built those relationships too.

[Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

One way that interviewees reported that they valued learning from each other was that before the pandemic some interviewees were working on a different part of the continuum of mental health promotion, Getting Through Together had allowed them to shift their focus to another part of the continuum.

...I love the different way people think. I think that's been really exciting. There's been a lot of different thinking that's come into this campaign. I think our organisation focuses on a different area of the continuum of mental health, so I think it's really exciting working on a campaign that's on a different part of that continuum. That's been really good for me.

[Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

Interviewees reported that despite the challenges of not being able to meet in person until several weeks after the campaign had begun they had still been able to build a team. It was felt that they had been able to do this because of the people involved and a generosity of spirit.

Hard work has taken its toll

A number of interviewees discussed the hard work that had been involved in creating and implementing Getting Through Together and the toll it had taken on them.

I feel like I haven't had much time to even think about what that means... I think it's been hard work and I feel like it's taken quite a toll on everyone. I'm tired and don't necessarily have a good perspective on it all right now.

[All Right? Project Lead, Mental Health Foundation]

Is Getting Through Together meeting its aim?

Interviewees agreed that Getting Through Together was meeting its aim of increasing the support for people to feel good, function well, and relate positively to each other. Interviewees commonly reported that Getting Through Together had been successful in getting wellbeing on the national agenda. They believed that ongoing support is required to continue to achieve this aim, and that messaging needs to continue to adjust to the rapidly-changing pandemic environment.

Yes I do, I think it's not a done deal, I don't think we're all the way there. I think it's been a support. I think we've been a bit of a calm through that really turbulent time, particularly through Level Four for people and there was a lot of uncertainty and fear and frustration and worry, and now there's a different set of emotions emerging around economic impacts, for example the border is another one... wellbeing on the agenda for people in terms of feeling good, functioning well... it helps them cope with life better. I think it's been successful in that...

[All Right? Project Lead, Mental Health Foundation]

While a number of interviewees commented that Getting Through Together was meeting its aim with those who were aware of the campaign, some interviewees felt that the campaign was constrained by the budget available.

I would say yes to the people it reaches... To whom it connects with, it's working, but it's with a resource, a budget... we know it's reality that it will probably not be reaching everybody. That's life. So yes, definitely...

[Project Manager, Te Hiringa Hauora / Health Promotion Agency]

I think those that see it enough, absolutely. I still have a question around scale. I think it needs to be in line with other national campaigns. If it's going to be a national campaign with goals like all of New Zealand, it needs to be funded like other national campaigns that have goals of all of New Zealand. And that's a real challenge... I think you need lots of long-term exposure to the messaging and to see it quite frequently... it needs reach and frequency basically.

[Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

One interviewee noted the need to continue to ensure that the campaign works to reflect and reach all sectors of society. Another interviewee agreed that the campaign was meeting its aim, encouraging mutual support and complementing formal help seeking.

Broadly speaking I would say yes... what it tries to do is generate that optimism and that support and aroha and manaakitanga that already exists within whānau and communities and gets people to think about what's going on in an optimistic way... seek help if you need it, support each other, show aroha and we'll all get through this together and I think it does a good job of that.

[Executive Director Māori and Pacific Health, Canterbury District Health Board]

A number of interviewees commented that one reason they thought Getting Through Together was meeting its aim, was that it was part of a suite of programmes that were targeting priority groups, including Māori and Pasifika.

...so Getting Through Together is enhanced by having a whole bunch of other products that sit around it... having a Te Hiringa Hauora campaign focussing on a specific population group... so being part of a suite of programmes makes it more effective than if it was just on its own.

[Mental Health Chief Advisor, Ministry of Health]

...I am very pleased that there was a greater exposure and emphasis on Māori and through channels that will reach Māori and Pasifika to some extent... I do think that that has been a useful support through a really tough time. It has been highly visible, television and radio advertising and digital... through internet advertising and social media advertising has meant that we're pretty high exposure.

[All Right? Project Lead, Mental Health Foundation]

Getting Through Together is meeting its aim, however more evaluation is needed to better understand reach and impact

Although the reach of Getting Through Together had been measured in greater Christchurch, funding had not been received to enable national evaluation at the time of the interviews.

One of the things that I think the Ministry should have done is built in an evaluation at the start, but then of course they were operating in an incredibly stressful changing environment as well. So, one could be a bit forgiving for not doing that.

[Manager Mental Wellbeing, Te Hiringa Hauora / Health Promotion Agency]

The most recent All Right? market research survey (Canterbury District Health Board, 2020) which included questions about Getting Through Together in Christchurch was consistent with previous research (Community and Public Health, 2018) that promoting wellbeing population-wide was effective.

... the most recent [market research survey] indicates that... it's useful whether you're flourishing or languishing... it's a tried and true recipe... emotional literacy and social solidarity will help, if people can feel a sense of calm and safety and connectedness and agency, and... hope, then they will be better able to face the future.

[Public Health Specialist, Community and Public Health]

Interviewees commented that further evaluation would be useful to determine how Getting Through Together was perceived throughout New Zealand. For example, it would be useful to know if there are regional variations in campaign impact.

Has Getting Through Together ensured a focus on Māori?

From the inception of Getting Through Together there was a strong focus on promoting wellbeing to Māori. Interviewees reported that Getting Through Together had strong Māori leadership, including in terms of connections and the level of representation on the campaign team.

I think it's been really strong Māori leadership... with our connections through the Māori personnel it's done really well I think...

[Project Manager, Te Hiringa Hauora / Health Promotion Agency]

Māori leadership within Getting Through Together and strong relationship with Māori staff had enabled co-creation of resources for Māori, using relevant imagery and both bilingual and solely in Te Reo Māori.

...we've got much stronger relationships with Māori particularly because now we're in a relationship with the Mental Health Foundation but also over the years of All Right? we've learnt more about how to promote Māori wellbeing through use of Te Reo and images, so Getting Through Together benefits from that but has exponentially improved on that as well.

[Public Health Specialist, Community and Public Health]

Possible replication in other nations

Interviewees were asked if they thought Getting Through Together could be replicated in other nations. Interviewees believed the campaign had this potential, since all nations are impacted by COVID-19 and Getting Through Together utilises universal health promotion messages such as the Five ways to wellbeing. The campaign would need to be adapted to ensure that it was culturally appropriate for the particular nation and taking into account each nation's COVID-19 experience and current status.

Yes... it would have to be very informed by that culture or cultures in a country... Anywhere where there's advertising or social marketing happening, these are largely the techniques we've been using, and you can do this.

[All Right? Project Lead, Mental Health Foundation]

I do, definitely. I think positive wellbeing promotion and marketing can happen anywhere... I'd always fine tune to suit the audience and to suit the stage that you're at...

[Co Director, Great Scott Communications]

Local consultation

Interviewees reported that before Getting Through Together was replicated in other nations, there would need to be conversations with the local population to determine what wellbeing promotion they wanted and what wellbeing conversations they were ready to have. The campaign would need to be adapted to meet the needs of the local culture. The approach and principles of the campaign may have the greatest value outside of Aotearoa New Zealand.

...the spirit of getting through together could be replicated in other nations but we know that wellbeing [promotion] is most effective when they take culture into consideration and that includes the unique culture that every country has... you would have to really carefully look at what your audience wants from you and what they need, and the conversations they're ready to have.

[Marketing and Communications Manager, Mental Health Foundation]

...it would be the principles that could be replicated, and you would have to start from... identifying target audiences, understanding those audiences and how to communicate... what behaviour changes you wanted to motivate... all of that would need to be considered.

[Chief Executive, Mental Health Foundation]

Lifespan of Getting Through Together

Initial funding until end of September 2020

Although, at the time of the interviews there was funding provided by the Ministry of Health for Getting Through Together until the end of September 2020 it was believed by interviewees that there would be a need for the campaign beyond this point. The campaign team had begun tentative planning to the end of 2020 with this need in mind.

We've been funded until the end of September. Yesterday in our Planning Meeting we talked about making a plan for the next six months as opposed to three months because we feel like the psychosocial impacts of COVID are not going away in a hurry. [All Right? Campaign Manager, Community and Public Health]

Psychosocial effects of COVID-19 will be long lasting

Interviewees reported that the psychosocial impacts of COVID will be long lasting. The Kia Kaha, Kia Māia, Kia Ora Aotearoa: COVID-19 Psychosocial and Mental Wellbeing Recovery Plan (Ministry of Health, 2020) provides a framework for collective actions to support whānau and communities to adapt and thrive over the next 12 to 18 months. Interviewees felt that Getting Through Together should have a similar time period, or possibly longer.

Impacts in general are not going away in a hurry... it's hard to know at this time [the lifespan of Getting Through Together] but I think that if we've got a psychosocial strategy that goes for 18 months, then I'd say 18 months.

[All Right? Campaign Manager, Community and Public Health]

I would think to the end of 2021... to continue that messaging, that reassurance... Getting Through Together I think would be a really important tool going forward. We would support it... pitching to the Ministry that it should be continued for a least another year and a half...

[Project Manager, Te Hiringa Hauora / Health Promotion Agency]

... I think Getting Through Together has a really long lifespan... this campaign could go for five years but it needs to evolve... to what's going on in New Zealand at the time.

[Marketing Team Lead, Te Hiringa Hauora / Health Promotion Agency]

Need for mental health promotion beyond COVID-19

Interviewees described that although the psychosocial effects of COVID may be 18 months or longer, the need for mental health promotion should be a routine government priority. Interviewees discussed how they would like to see Getting Through Together evolving into an ongoing national mental health promotion programme.

As Getting Through Together I would think ideally, we would be cashed up for 18 months to two years, but in terms of mental health promotion as a support to populations and individuals to know how to be well, I think you can market in many ways, but we need to be marketing it, and promoting mental wellbeing. So that should be routinely brought as a government priority.

[Public Health Specialist, Community and Public Health]

It could go on for another couple of years given the implications of COVID-19 from an economic point of view at least are likely to be on going for some time... it forms a good platform for something could fall into a national mental health promotion programme. I think there's... a big opportunity and it would be a shame if it died in September.

[Chief Executive, Mental Health Foundation]

Conclusion

The findings of this evaluation indicate that Getting Through Together has produced meaningful messaging that has wide reach and impact in a rapidly evolving situation, including messages targeted to Māori. Success factors for creating and implementing Getting Through Together included that key organisations were experienced and ready to respond, enabling a rapid response to the COVID-19 pandemic with evidence-based psychosocial messaging; the ability and willingness of key organisations to quickly form an effective partnership; strong leadership from the All Right? team; using mass media effectively to disseminate the Getting Through Together messages; and the Māori development team of the Mental Health Foundation having a strong input into the look and feel of the overall campaign and developing messaging specifically for Māori.

Lessons that had been learnt included that when setting up a national wellbeing campaign during a pandemic the campaign structure would ideally include a project manager and detailed operational plans from the inception of the campaign. Similarly, a kaupapa Māori approach should be taken from the beginning for messages targeted to Māori.

Getting Through Together has been successful in getting wellbeing on the national agenda. Ongoing support is required to continue to achieve this aim, with messaging needing to adjust with the rapidly changing pandemic environment and to reach all parts of the population.

The following recommendations are based on the evaluation findings:

- That Getting Through Together continues to promote wellbeing nationally for at least a further 12 months, with a review mid-2021. Key stakeholders reported that there is ongoing need for Getting Through Together New Zealand-wide, particularly related to changes in national or regional alert levels and economic and social impacts of the pandemic and associated border restrictions.
- That Getting Through Together maintains high visibility nationally, including via the use of traditional mass media and social media.
- That Getting Through Together continues to advocate to be part of the coordinated government mental health promotion messaging.
- That Getting Through Together continues to work with the Ministry of Health to secure funding to enable the campaign to carry on while the psychosocial effects of COVID-19 persist and to ensure reporting requirements are clear and allow Getting Through Together to continue to provide a nimble response in a fast-changing environment.
- That Getting Through Together raises wider questions of long-term funding of mental health promotion.
- That Getting Through Together shares this report with key stakeholders and considers publishing the findings of this evaluation in a peer reviewed journal to enable the lessons learned to be shared widely during the COVID-19 pandemic.

Appendix

Semi-structured interview guides.

Questions for key stakeholders included, for example:

- Can you tell me about how you first became involved in the creation of the Getting Through Together campaign? What was your role?
- Why was the Getting Through Together campaign created?
- Who were the key people/organisations involved in the creation and implementation of the campaign?
- How did these people/organisations work together to create and deliver the Getting Through Together campaign?
- What do you think your organisation contributed to the campaign that wouldn't have been there without your organisation's input?
- What were your early expectations of the campaign?
- What were your early frustrations?
- Where there any changes to the original plan? If yes, why?
- What do you think has worked well in the implementation of the Getting Through Together campaign?
- What do you think have been the greatest challenges?
- How do you think meeting via video conference (eg Zoom) impacted on the planning and implementation of this campaign?
- Would you do anything differently if you did this again?
- How do you feel about having been involved in the creation of the Getting Through Together campaign?
- Do you think the Getting Through Together campaign is meeting its aim of increasing the support for people to feel good, function well and relate positively to one another (ie a success)? If yes, what do think has been the key factors in meeting this aim? If no, why not?
- How has Getting Through Together ensured a particular focus on Māori?
- How has Getting Through Together ensured a particular focus on Pacific peoples?
- What do you consider to be the key documents (ie terms of reference, key academic papers, inaugural meeting minutes etc (if any) in the creation and implementation of the campaign?
- Are you aware of any comparable wellbeing campaigns?
- Do you think the Getting Through Together campaign can be replicated in other nations?
- What do you see as the lifespan of the Getting Through Together campaign?

Possible questions for external stakeholders may include, for example:

- Can you tell me about how you first became aware of the Getting Through Together campaign?
- Do you think the Getting Through Together campaign is meeting its aim of increasing the support for people to feel good, function well and relate positively to one another (ie a success)? If yes, what do think has been the key factors in meeting this aim? If no, why not?
- Are you aware of any comparable wellbeing campaigns?
- Do you think the Getting Through Together campaign can be replicated in other nations?
- What do you see as the lifespan of the Getting Through Together campaign?

References

- Aked, J., Marks, N., Cordon, C., & Thompson, S. (2010). *Five ways to wellbeing*. Retrieved from United Kingdom: <https://neweconomics.org/2008/10/five-ways-to-wellbeing>
- All Right? Planning Group. (2020, 20 March 2020). Project Proposal: 'All Right?' COVID-19 response.
- Calder, K., D'Aeth, L., Turner, S., Fox, C., & Begg, A. (2016). Evaluation of a wellbeing campaign following a natural disaster in Christchurch, New Zealand. *International Journal of Mental Health Promotion, 18*(4), 222-223.
- Calder, K., D'Aeth, L., Turner, S., Begg, A., Veer, E., Scott, J., & Fox, C. (2020). Evaluation of the All Right? Campaign's Facebook intervention post-disaster in Canterbury, New Zealand. *Health Promotion International, 35*(1), 111-122. doi: <https://doi.org/10.1093/heapro/day106>
- Canterbury District Health Board. (2020). *A summary of June 2020 All Right? campaign evaluation findings*. Retrieved from: <https://www.allright.org.nz/uploads/files/AllRightSummary2020.pdf>
- Community and Public Health. (2018). *Evaluation of the All Right? campaign for tangata whaiora / mental health service users*. Retrieved from: <https://legacy.allright.org.nz/media/documents/ARTangataWhaioraevalnREPORT280618b.pdf>
- Durie, M. (1998). *Whaiora: Maori health development* (2nd Edition ed.). Auckland: Oxford University Press.
- Getting Through Together. (2020). *"COVID-19 Psychosocial Response" Collaboration Agreement*. Getting Through Together. Christchurch.
- Green, J., & Thorogood, N. (2014). *Qualitative methods for health research. 3rd ed.* London: Sage.
- Huppert, F. (2008). *Psychological well-being: evidence regarding its causes and its consequences*. London: Foresight Mental Capital and wellbeing Project.
- Joubert, N., & Raeburn, J. (1998). Mental Health Promotion: People, Power and Passion. *International Journal of Mental Health Promotion* (Inaugural Issue).
- Liamputtong, P. (2013). *Qualitative research methods*. Melbourne: Oxford University Press.
- Lyubomirsky, S., Sheldon, K. M., & Schkade, D. (2005). Pursuing happiness. The architecture of sustainable change. *Review of General Psychology, 9*.
- Ministry of Health. (2019). *Supporting People Affected by the Christchurch Mosque Attacks: National response and recovery plan to 15 March 2020*. Retrieved from: <https://www.health.govt.nz/system/files/documents/pages/supporting-people-affected-christchurch-mosque-attacks-jul19.pdf>
- Ministry of Health. (2020). *Kia Kaha, Kia Māia, Kia Ora Aotearoa: COVID 19 Psychosocial and Mental Wellbeing Recovery Plan*. Retrieved from: <https://www.health.govt.nz/publication/covid-19-psychosocial-and-mental-wellbeing-recovery-plan>

National Ethics Advisory Committee. (2019). *National Ethical Standards for Health and Disability Research and Quality Improvement*. Retrieved from: <https://neac.health.govt.nz/publications-and-resources/neac-publications/national-ethical-standards-health-and-disability>

Opinions Market Research. (2018). *All Right? campaign evaluation 2018*. Retrieved from: https://allright.org.nz/media/documents/All_Right_Campaign_Evaluation_Report_June_2018.pdf

Pope, C., Ziebland, S., & Mays, N. (2000). Analysing qualitative data. *BMJ*, 320(7227), 114-116.

Poulton, R., Gluckman, P., Menzies, R., Bardsley, A., McIntosh, T., & Faleafa, M. (2020). *Protecting and Promoting Mental Wellbeing: Beyond COVID-19*. Retrieved from: <https://informedfutures.org/wp-content/uploads/Protecting-and-Promoting-Mental-Wellbeing.pdf>