BE HONEST WITH YOURSELF. FACE YOUR CHALLENGES HEAD ON. EMPOWER YOURSELF. INSPIRE OTHERS.
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CAMPAIGN OVERVIEW

Tackle Your Feelings (TYF) was a three-year mental wellbeing campaign run by Rugby Players Ireland in partnership with Zurich and funded by the Z Zurich Foundation. The campaign recognised the unique influence that professional rugby players hold in Irish and Northern Irish society and sought to use rugby as a vehicle to ignite widespread, sustainable change.

TYF focused on preventative mental wellbeing and featured Ireland’s professional and elite rugby players leading from the front, opening up about their own wellbeing challenges and the strategies they use to work on their wellbeing on a daily basis. Drawing on positive psychology and sport psychology principles, TYF encouraged people to improve their self-awareness and to take action to work on their mental wellbeing, well before hitting a crisis.

The campaign officially launched in March 2016 with preparatory work beginning in October 2015. The Z Zurich Foundation provided a grant of €1,024,930 to fund the creation and delivery of the campaign across all four provinces on the island of Ireland.

AIMS AND OUTCOMES

The overall vision for TYF was to foster a society that embraces the idea of emotional vulnerability and where people feel both comfortable and empowered in tackling their mental and emotional wellbeing every day. The campaign was specifically designed to achieve three key aims:

a) Break down stigma around mental and emotional wellbeing.

b) Change behaviours and equip people with tools and techniques to proactively work on their mental wellbeing.

c) Create a movement whereby people become champions of the campaign message in their own communities.

In order to assess the effectiveness of the campaign, an impact measurement framework was created in which these aims were broken down into specific measurable outcomes (see behaviour change outcomes diagram). Three ‘ingredients’ were identified as having an influence on the overall success of the campaign, including campaign reach, content and context.

Diagram depicting Tackle Your Feelings impact measurement framework.

External Content
- Other mental health and wellbeing initiatives
- Mental health stigma
- Availability, accessibility and quality of support
- Availability and accessibility of tools and strategies for mental wellbeing self-management

KEY MESSAGES

The key campaign messages were

a) Be honest with yourself about how you are feeling.

b) Make space every day to connect with your emotions.

c) Find the strategies that work for you.
All campaign activities were designed to elicit one or more of the outcomes identified in the impact measurement framework. The activities were centred on the idea of role modelling the behaviour of ‘tackling’ feelings, engaging in honest discussion and empowering people to feel more confident and capable in proactively taking care of their mental wellbeing. The main activities over the three years were:

**Ambassador videos:** Rugby player and Zurich ambassadors featuring in videos opening up about personal wellbeing challenges

**Competitions:** Series of social media competitions run through Rugby Players Ireland social media channels to drive awareness and engagement with the campaign

**TYF website:** Featuring ambassador videos, bespoke practical tools, techniques, information and links to mental health organisations and helplines

**TYF app:** A bespoke app designed to improve peoples’ self-awareness, proactivity and strategies for looking after mental wellbeing

**Zurich broker and client engagement:** Series of TYF talks, competitions and promotional activity delivered directly to Zurich brokers and clients

**Public activations:** Fun activations of the campaign at public events including featuring ‘The Beast’ one-person scrum machine at rugby festivals and provincial rugby matches, café takeover, tag tournament, physical games representing different aspects of mental wellbeing and distribution of TYF cupcakes, donuts and branded coffees

**TYF workshops:** Series of 90-minute workshops delivered across the island of Ireland with corporates, university students, zurich brokers and farmers to bring the campaign messages to life in the community

**Panel discussions:** Public and Zurich internal panel discussions featuring ambassadors and a clinical psychologist

**Rugby player activation:** Each professional and national representative team received a budget to spend on activating the TYF brand and messaging in their playing environment

**Collaborations:** Different corporate organisations lent support to the campaign by providing non-monetary value to amplify the reach and impact of the campaign. These included Facebook, Vodafone, Omniplex Cinemas and Event Fuel

Since Tackle Your Feelings I would say I am a lot more open about mental wellbeing. I am a lot more open about how important my mental wellbeing is to myself and I am more likely to seek help when I need it or before I need it in the form of literature or listening to podcasts.

**Rugby Player**
TYF achieved a significant reach throughout its 3-year duration. People were exposed to campaign content over 22,725,478 times, with statistics showing that the campaign reached a global audience across 130 countries. Viewership statistics confirmed that the majority of consumers of campaign content were in the 18-35 age group, with a slightly higher percentage of males consuming social media content. Social media proved to be an effective channel with which to communicate the messages of the campaign. Ambassador videos had arguably the greatest overall impact of all social media content in terms of changing attitudes and breaking down stigma around mental wellbeing. Competitions were the most impactful element of social media content in terms of generating engagement with posts and campaign messaging and ultimately increasing awareness of the brand.

### Reach Effectiveness

<table>
<thead>
<tr>
<th>Exposure</th>
<th>Ambassador Video Views</th>
<th>Total PR Value Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>22,725,478</td>
<td>2,012,310</td>
<td>€2,232,210</td>
</tr>
</tbody>
</table>

- **Exposure**: Total number of times people have been exposed to campaign material.
- **Ambassador Video Views**: The number of times ambassador videos were viewed across all platforms.
- **Total PR Value Achieved**: The total value achieved through the campaign exposure.

<table>
<thead>
<tr>
<th>Social Media Reach</th>
<th>Total App Downloads/Countries</th>
<th>Improvement In App Wellbeing Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>13,727,724</td>
<td>6,899 / 35</td>
<td>92%</td>
</tr>
</tbody>
</table>

- **Social Media Reach**: Social media reach from April 2017 to September 2018.
- **Total App Downloads/Countries**: The total number of people who downloaded the app across the world.
- **Improvement In App Wellbeing Scores**: 92% of users improved mental wellbeing score after completing app ‘Training Camp’.

### Some of our Collaborators

![Facebook](facebook.png)

![Omniplex](omniplex.png)

![Event Fuel](event_fuel.png)

![Vodafone](vodafone.png)

### REACH EFFECTIVENESS

A review of the tone and content of messaging was conducted mid-way through the campaign and resulted in a concerted effort to emphasise the positive and preventative nature of the campaign. This change in approach led to an increase in engagement with the campaign across all social media channels, in public awareness and in the number of rugby player ambassadors lending support to the campaign. One factor that inhibited campaign reach was sponsorship conflict between the Zurich brand and commercial brands associated with the provinces and the Irish Rugby Football Union (IRFU). In these instances, where possible, both Rugby Players Ireland and Zurich branding was removed to facilitate promotion of the TYF brand.
Impact was assessed by creating a comprehensive impact measurement framework informed by elements of the TTM. The measurement framework focused specifically on measuring individual impact in contained spaces and assessing outcomes relating to each stage of behaviour change. These ‘contained spaces’ included workshops with members of the public, Zurich employees and Zurich managers. Rugby players were also surveyed to assess changes in attitudes and behaviours, however this audience did not receive any direct intervention. Any changes observed were therefore due to participation as ambassadors and general exposure to the campaign content through Rugby Players Ireland communications.

The main instruments used to evaluate impact included:

- Surveys administered at two different time points in the campaign with Zurich employees, Zurich managers and rugby players
- Pre, post and 4-week follow up surveys administered to TYF workshop participants
- Research panel assessing app effectiveness
- Three public ‘Omnibuzz’ surveys to assess attitudes around mental wellbeing in the general public
- TYF app engagement and impact metrics
- Semi-structured interviews with target audiences
- Case study from a member of the public
- Public campaign feedback survey
- Public and Zurich panel discussion feedback surveys

**Caveats:** Ideally, a contribution analysis would have been executed in order to assess the campaign’s contribution to changes in stigma and behaviours at a societal level. Due to resourcing and other constraints this was not possible to do in a comprehensive manner. Therefore, the ultimate success of the campaign was evaluated through considering how many people were reached and how successful the campaign was in moving individuals through the mental wellbeing behaviour change journey, as measured in contained spaces. By considering the efficacy of these factors it is possible to hypothesise as to what the impact of the campaign could be at a societal level over time.

The timing of survey administration is another notable caveat. The impact measurement framework was created 1.5 years into the campaign and so ‘baseline’ survey data in fact represents audiences who had previously been exposed to campaign messaging and content. It is likely that the findings therefore under-represent the true magnitude of the positive impact of the campaign and may also explain why consumers of the campaign in contained spaces were already in the ‘Contemplation’, ‘Preparation’ and ‘Action’ stages of change at baseline.

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Evidence of stigma reduction at the level of the individual, combined with the substantial reach achieved by the campaign, indicate that if the campaign were to continue it should be possible to generate more widespread behaviour change and contribute to a reduction in societal stigma over time.

**Stigma:** The public ‘Omnibuzz’ survey findings shed light on the nature of stigma in relation to mental health and wellbeing in Irish and Northern Irish society, suggesting a widespread and systemic existence. The public survey in 2018 revealed that 66% of people agreed with the statement “I feel I would be treated differently if I had a mental health issue and people knew about it”. This relatively high level of societal stigma was also apparent in workshop participants and did not appear to change substantially as a result of the workshops.

There were some encouraging changes in relation to stigma observed at the level of the individual in the contained spaces analysis. Workshop participants, attendees of TYF panel discussions and Zurich employees all reported feeling more comfortable talking about their feelings as a result of attending TYF events. Workshop participants experienced the greatest change, increasing levels of comfort by 60%. Workshop participants and Zurich managers also reported increases in their level of comfort with supporting someone else who was going through mental wellbeing challenges.

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**Overview:** The findings from campaign exposure in contained spaces, particularly through TYF workshops, formed the basis of the assessment in relation to individuals’ behaviour change outcomes. The key findings are summarised below:

- The campaign was comprehensively successful in generating behaviour change around mental wellbeing in contained spaces and specific audiences.
- The majority of consumers of the campaign first engaged with content during the ‘Contemplation’, ‘Preparation’ and ‘Action’ stages of change.
- There was a correlation between the level of direct intervention received by audiences and the benefits experienced.
- The content of workshops determined the nature of the benefits experienced by audiences.

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Increased awareness of concepts
Increased awareness of importance of concepts

1. PRECONTEMPLATION
Increased understanding of relevance to self
Increased knowledge of tools and strategies
Increased confidence in own ability

4. ACTION
Increased intention to act

5. MAINTENANCE
Increased frequency of action

2. CONTEMPLATION
3. PREPARATION

- Increased in perception of how important it is to proactively work on mental wellbeing: Rugby Players (+8%), Zurich Employees (+6%)
- No change in Workshop Participants (=85%)
- • Increase in self-reported familiarity with the concept of self-awareness: Workshop Participants (+12%), Zurich Managers (+8%), Zurich Employees (+5%)
- × Slight decrease in Rugby Players (-2%)
- • No change in scores on objective measure of understanding of self-awareness: Workshop Participants (=87%), Zurich Employees (=86%)
- × Decrease in: Rugby Players (-6%), Zurich Managers (-4%)
- • Increase in self-reported familiarity with the concept of mental wellbeing: Workshop Participants (+7%), Zurich Employees (+4%), Zurich Managers (+3%)
- × Decrease in Rugby Players (-6%)
- • Increase in objectively measured understanding of mental wellbeing: Zurich Employees (+5%), Zurich Managers (+4%), Rugby Players (+2%)
- • No change in Workshop Participants (=88%)
- • Increase in perceived benefit of taking care of mental wellbeing in Rugby Players (+2%)
- × Decrease in Workshop Participants (-4%)
- • No change in Zurich Employees (*93%)
- • Increase in the number of people reflecting on and/or taking action in relation to their mental wellbeing once or more per week: Workshop Participants (+42%), Zurich Employees (+24%), Rugby Players (+5%)
- • Increase in self-rated awareness of own feelings, values, needs and habits: Workshop Participants (+6%), Zurich Employees (+7%)
- • Increase in awareness of strategies to look after mental wellbeing: Workshop Participants (+15%), Rugby Players (+8%)
- • Reduction in number of people perceiving barriers that may prevent them looking after their mental wellbeing: Workshop Participants (-14%), Zurich Employees (-5%), Rugby Players (-3%)
- • Increase in perceived capability of taking care of mental wellbeing: Workshop Participants (+9%), Zurich Employees (+5%)
- • No change in Rugby Players (=62%)
- • Increase in how comfortable people would be in supporting someone else who was experiencing mental wellbeing challenges: Zurich Managers (+10%), Workshop Participants (+6%)
- • Increases in likelihood of people becoming more proactive in looking after their wellbeing: Workshop Participants (+7%), Rugby Players (+3%)
- • 81% of Workshop Participants intend to become more proactive immediately or sometime in the next month
- • Majority of Panel Attendees are 'extremely likely' or 'likely' to use information and techniques discussed at the panel to strengthen their own mental wellbeing: Public panel (90%), Zurich panel (95%)
- • Workshop Participants are 73% likely to use the TYF App after the workshop
- • Workshop Participants are 76% likely to use the techniques and information discussed in the TYF workshop to strengthen their own mental wellbeing

6,899 downloads of TYF App between February and September 2018
56% of Zurich Employees report downloading the TYF App
Of those Zurich Employees who downloaded the app, 56% report using the app once or more over the past 6 months
13% of Rugby Players report downloading the TYF app (which was never directly promoted as a resource to players)
1680 exits of TYF website from the 'Need Help' section, suggesting help-seeking action was taken (4.5% of all visitors)

This diagram depicts the TYF impact measurement framework mapped to the TTM stages of change.
The campaign encountered many challenges and obstacles throughout the three-year timeframe. The main recommendations and learnings arising from these challenges are outlined below:

- Campaign elements which should be retained in future activity include role-modelling; authenticity of approach and ambassadors; direct and unthreatening language; practical and appealing resources and repetition of exposure to campaign messaging and content.
- Future PR and advertising activity should incorporate a wider variety of traditional media including radio and billboard/poster advertising.
- Future TYF planning should include specific channels for volunteers to lend their support to amplifying campaign reach and impact.
- Service providers should be made aware of the unpredictable

These findings suggest that, although stigma around mental health and wellbeing seems to be deeply embedded in society, it is possible to generate changes to reduce stigma in individuals through direct intervention and repeated exposure to campaign messaging. Over time, with enough individuals being exposed to this level of intervention, it could be hypothesised that societal stigma would eventually be reduced.

**Behaviour Change:** The main focus of the impact measurement framework was in moving individuals along the pathway from ‘Precontemplation’ to sustained behaviour change as outlined in the TTM. The behaviour change outcomes diagram details the outcomes observed in surveyed audiences at each stage of change. Regardless of which stage of change consumers were in when they first engaged with the campaign, the findings show that the campaign was successful at eliciting positive outcomes in every stage of change to move people further along the pathway.

Data findings from the TYF workshops suggest that campaign content, delivered in contained spaces, was effective in moving individuals from ‘Contemplation’ to ‘Preparation’ and ‘Action’, often with individuals achieving multiple forward movements in behaviour change simultaneously. For example, the data shows (a) an increase in the level of frequency with which individuals reflect on or take action in relation to their mental wellbeing; (b) increases in peoples’ confidence in their ability to look after their mental wellbeing; (c) increased intention to act and (d) evidence of action taken as a result of exposure to the campaign, among other positive outcomes.

Both quantitative and qualitative data also indicated that some of the consumers of the campaign had first encountered the campaign in the ‘Precontemplation’ stage and had moved through to the ‘Action’ stage as a result of exposure to campaign messaging, without directly engaging with campaign behaviour change resources.

**Creating a Movement:** Sustainability was a key aim of the TYF campaign. The campaign strategy included activity which would ‘create a movement’ and encourage people to become champions of the TYF message in their own communities, thereby extending the impact of TYF beyond the three years of funding. There were a number of indications that a ‘movement’ was indeed inspired by the campaign. At the level of the individual these changes included (a) workshop participants reporting 72% likelihood of taking action to support and spread the message of the TYF campaign; (b) 26% of all Zurich employees reporting engaging in TYF Champion activity to promote the campaign in their own communities and (c) 36% of workshop participants and 19% of rugby players reporting taking similar action to raise awareness and stimulate further action in relation to the campaign.

On a broader level, a number of different organisations provided non-monetary support to amplify the reach and impact of the campaign. Omniplex Cinemas, Facebook, Vodafone and Event Fuel all contributed significantly to the campaign by providing support in the form of consultancy services, advertising and broadcasting and event facilities. Additionally, 5 rugby teams in total featured the TYF logo on their jerseys for a season, inspired by the first Senior Cup team who took the initiative in doing this at St Mary’s College in Rathmines.

The main piece of campaign activity which proved the most successful in inspiring a movement was the TYF workshop. Although only 25 workshops had been planned for delivery, as awareness of the workshops spread, a number of different global organisations contacted Rugby Players Ireland directly looking to host workshops for their employees. Ultimately, demand outweighed the capacity to supply workshops. Similarly, Rugby Players Ireland was approached by guidance counsellors and teachers requesting TYF talks in their schools and to use the TYF brand as part of their schools’ mental wellbeing weeks. The level of interest displayed by both corporates and schools formed the basis of the proposal to extend the TYF campaign by 4 years to generate greater impact in these two spaces.
TYF was proven to have achieved a significant positive impact on behaviour change in individuals, increasing proactivity and understanding of the personal relevance of mental wellbeing and moving people from ‘Precontemplation’ right through to ‘Action’. The campaign was also successful in breaking down some elements of stigma at the level of the individual, with role modelling, authenticity and the appealing nature of resources being key factors in the campaign’s success.

The existence of a TYF movement is already visible, with organisations such as Facebook, Omniplex Cinemas and Vodafone lending support to amplify the reach and impact of the campaign and global organisations such as LinkedIn, EY, Aldi, Oracle, BNY Mellon, Accenture and Vodafone all seeking to host workshops for their employees. Within the rugby community, teams have already begun proudly championing the TYF campaign on their own initiative by wearing the logo on jerseys and becoming part of the movement.

A detailed analysis of the campaign’s contribution to changes at a societal level was ultimately not possible. However, the campaign’s extraordinary reach, coupled with the proven efficacy of the campaign content and strategy, suggests that over a longer period of time TYF has the potential to achieve large scale societal change in the way that people think and act upon their mental wellbeing.

ACKNOWLEDGEMENTS

Rugby Players Ireland and Zurich would like to thank the Z Zurich Foundation for their considerable support and sponsorship of the TYF campaign. We would also like to acknowledge the input of the rugby, Zurich and farming ambassadors who so generously shared their personal experiences as part of the campaign.

This impact report was written and prepared by Créde Sheehy-Kelly, TYF Campaign Manager, with the assistance and feedback of Maritza Tucker and MTIC.