



# National Human Services Assembly

- The Assembly, a Washington DC association, seeks to cultivate a society that provides the necessary foundation and supports for everyone to reach their full potential across generations and communities.
- Our 80 members, the largest national human service organizations in the U.S., **reach and support nearly every household** in America.





# Public View of our Sector



# Public View of Solutions



# Why?

$$A = \frac{1}{2} AB \sin C = A^2 = B^2 + C^2 - 2BC \cos A = \frac{\sin A}{a} = \frac{\sin B}{b} = \frac{\sin C}{c} + TV(t) \leftarrow \frac{d!}{S^{n+1}}$$
$$N+C-TV(t) \leftrightarrow \frac{N!}{S^{n+1}} Ke^{-\frac{AT}{U}} (TV) \leftrightarrow \left(\frac{K}{S^{\Delta}}\right)^{n-1} e^{TN-\frac{AT}{U}} (t) \leftrightarrow \frac{N!}{(S^{\Delta})^{n+1}} \cos(\Omega t) v(t)$$
$$\frac{S}{S^{\Delta}+x_0} (A+B=C) - R + \frac{SN+2}{KE} KU(t) \leftrightarrow \frac{K}{S} \Delta U = U_b - U_a C = \frac{Q}{V} = \frac{2\pi \epsilon_0 L}{\ln(b/a)} C = \frac{Q}{V} = \frac{\epsilon_0}{S}$$
$$I = \frac{\Delta Q}{\Delta T} = C \frac{1}{2} \times P \Delta \frac{N!}{O^2} - \frac{BC}{1} = E = CB \frac{P+1}{-2} \phi = \frac{2\pi}{x} a \sin \theta n = \frac{\sin i}{\sin r} = \frac{nc1}{xpx}$$
$$e = \lim_{n \rightarrow \infty} \left(1 + \frac{1}{n}\right)^n (2+x)^2 = M_0 = \frac{E+1}{A+B+C} (1+y) \frac{\sin 1}{\sin 1} = L^2 \phi \infty + x^2 = y^2 B$$
$$\Delta + A + 0 \cdot S^2 + x_0 (y+2) \dots P(x)^2 = \frac{1}{\sqrt{2\pi}} - y = \frac{1}{2\sqrt{2\pi}} - \frac{2}{B} - (y+2) \cdot x^2 \frac{B}{2^2}$$
$$T^2 (y+B^2) \cdot x \cdot x' \cdot x \dots \Delta + \phi - 0 \cdot x^2 P(x = \frac{E-1}{B+2} - Q \cdot 3989c + y^2$$
$$n^x(n) \leftrightarrow \dots \frac{1}{2} + P \frac{2 \cdot 20}{\sin 1} - \Delta \cdot KU(t) \leftrightarrow UB \cdot 2$$
$$n \cdot (n^2) \frac{dx}{x} \cdot x^2 \cdot \dots = P \Delta \frac{N!}{O^2} \cdot 3692333 - \frac{300}{4b} = UB40$$
$$J^2 + \frac{0H}{S} \cdot N = I^2 \dots I' \frac{S}{D^2} \frac{1}{x^2} (N^2) \cdot b^2 \times \frac{Q}{U^2}$$
$$e = \lim_{n \rightarrow \infty} \left(1 + \frac{1}{n}\right)^n \dots x^b x^2 x^1 - y^2 \frac{N^2}{\infty} b^2 \frac{Q}{2^2}$$
$$n-1-A = \frac{1}{2} A \dots a b = \frac{E+1}{A+B+C} (1+y) x z^2 x b^2 z^1 x 7$$
$$\sum \frac{(-1)^k}{2^2} + \frac{(-1)^k}{2^2} \dots \frac{2\pi}{325} = \frac{z^2}{.80} \times \frac{2x^2}{(b^2)} = \frac{(yxyxy)}{.3224} + \frac{(TV^2)^2}{x^2} + .920$$
$$R \cdot R^2 + 2XC(b)^2 + \frac{1}{A^2} \dots \frac{SN+2}{KE} XE = CB \frac{\sin^2}{(c)^2} \times (yz)^2 = \cos VE(z)^2 \odot$$

# What is well-being?

- Financial Self-Sufficiency
- Physical Health



# What threatens well-being?

- Lack of Willpower
- Bad Parents
- Dangerous Communities



# Human Services SWAMP

# How do we improve well-being?

- Individuals are Responsible
- Government is Inept and Corrupt
- Informal Networks



# What are human services and how do they work?

- Cognitive Hole
- Direct Services
- Kindness and Charity
- Only the Basics and Temporary



# The Solution: Framing



# A New Storytelling Structure

Why does this matter to society?

Tap into a collective benefit -  
using **Values and Context**

What kind of support do people need?

Invite the public into expert modeling - using **Explanatory Frame Elements**  
Like **Metaphors and Examples**

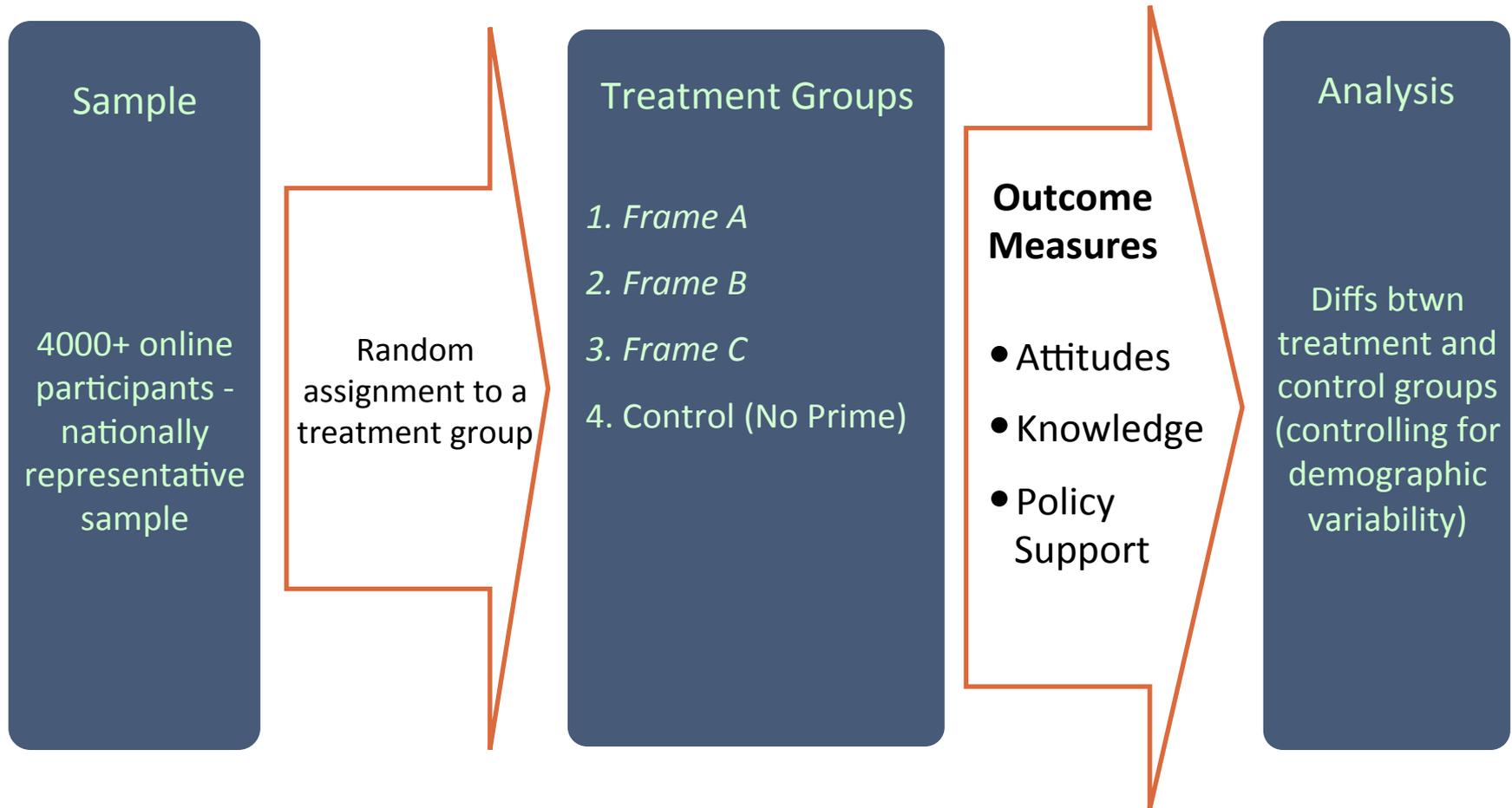
What impedes well-being?

Make conditions the bad guy - **Explanatory Metaphors** help

What do we do to ensure well-being?

Use **Explanatory Examples**.  
Close with a Policy Solution or other Call to Action.

# Research-based Communications



# A New Frame for Human Services

Why does this matter to society?

Everyone should be able  
to reach their full  
potential

What kind of support do people need?

Well-Being Is Built, By a  
Team, Over Time

What impedes well-being?

Shaky Foundations, Missing  
Materials, Life's Storms

What do we ensure well-being?

Life Cycle Examples:  
Human Services Supports Across  
the Life Span

# First plot point: What's at stake?

Why does this matter to society?

Human  
Potential

How does this work?

Fill in this  
Narrative slot  
with a Value, not  
“Issue Names” or  
“Crisis.”

Values are  
stable, enduring  
ideals. They  
orient  
decision-making.

What impedes it?

# Human Potential



*Your issue matters because...*

“When we support well-being, we make sure that everyone can reach their potential and fully contribute to our communities.”

Innoculate against public perceptions that:

- Individuals are Responsible
- Well-Being = Financial Self-Sufficiency
- Well-Being = Physical Health

Conveys human services as...

- *Applicable to everyone*
- When people reach their full potential, everyone benefits

# Tension in the plot: If things go wrong, why?

Why does this matter to society?

Human Potential

How does this work?

Construction:  
Well-Being Is Built, By a Team,  
Over Time

What impedes it?

Construction:  
Shaky Foundations, Missing  
Materials, Life's Storms

What promotes it?

# Metaphors Help You Navigate the Swamp

Uses the power of analogy  
to channel attention to  
certain features of an issue  
- and redirect attention  
away from others



# Building Well-Being

Emphasizes *the need for support and reinforcement* throughout a lifetime

Describes well-being as something much *more than meeting basic needs*

Implies a sense of *communal responsibility* (can't build a house by yourself!)



## Framed with *Vulnerable Populations*

Our nonprofit organization is dedicated to helping those in need live healthy, productive lives. Since 1899, we have supported and empowered America's most vulnerable groups, including veterans, seniors, people with disabilities, the homeless, those recovering from addictions, and other at-risk individuals. In collaboration with other nonprofits, we are able to advocate for the most vulnerable among us.

## Reframed with *Construction/Life's Storms*

Our nonprofit organization believes everyone should have the opportunity to reach their full potential and contribute to their community. We provide **the bricks and mortar of sturdy well-being**: social relationships, opportunities to maintain physical fitness, access to counseling or other supports for mental health. When these materials aren't available, **people may have difficulty weathering the life storms that can affect all of us - a layoff, the loss of a loved one, a lingering health concern**. Since 1899, we have helped to shore up the foundations of well-being, through advocacy, research, and direct services.

# Satisfying Conclusion: What can we do to improve the situation?

Why does this matter to society?

Human Potential

How does this work?

Construction:  
Well-Being Is Built, By a Team,  
Over Time

What impedes it?

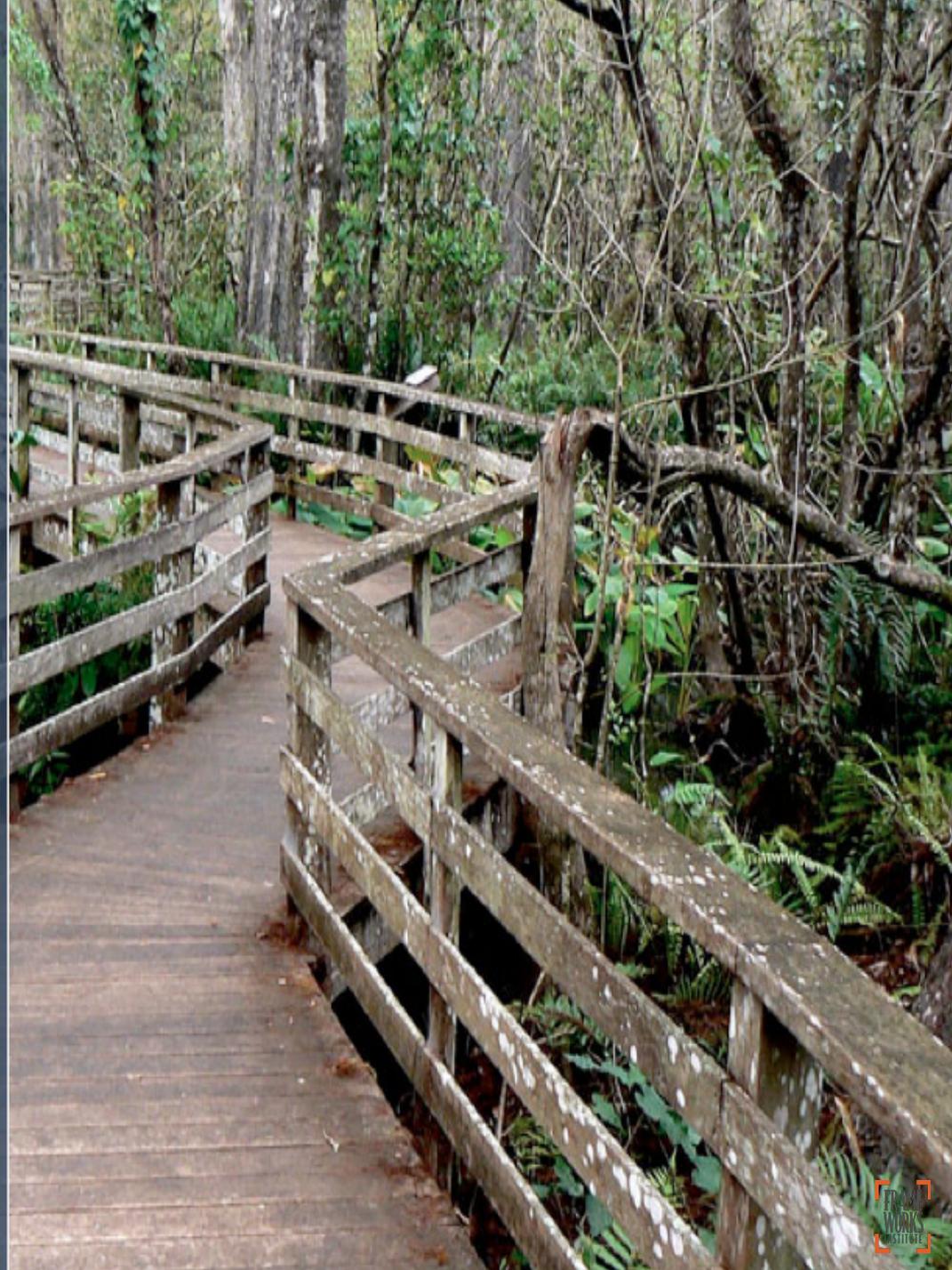
Construction:  
Shaky Foundations, Missing  
Materials, Life's Storms

What promotes it?

Life Cycle Examples:  
Human Services Supports  
Across the Life Span

# Examples Help You Navigate the Swamp

Illustrate particular facets of an issue, focusing on those that deepen understanding, motivate engagement, and drive policy support



# LifeCycle Examples

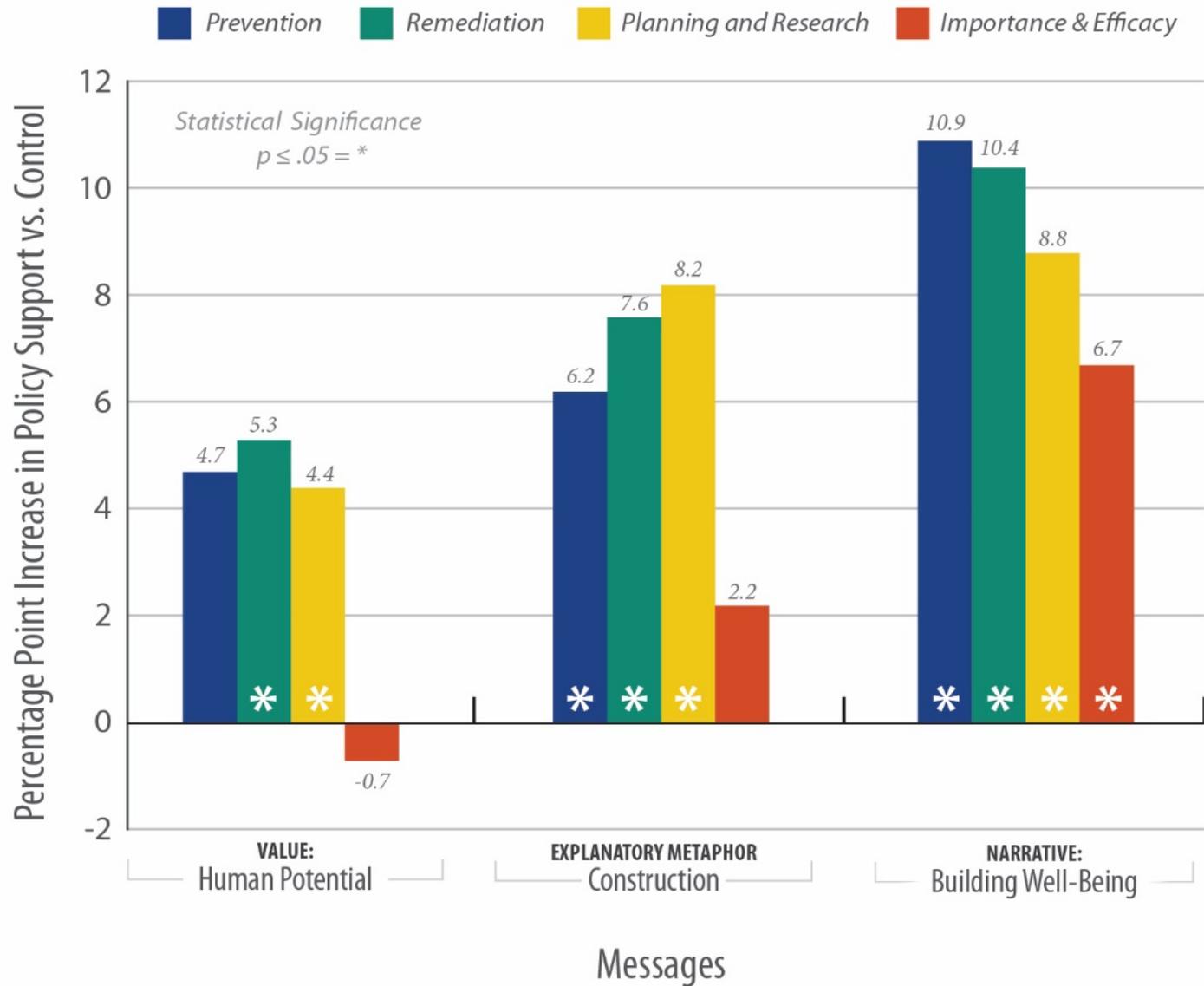
- ***Be specific.*** Offer concrete examples to help people understand what the term refers to. Drop jargon.
- ***Provide examples of planning, prevention, and remediation.*** Offering examples of the different *types* of services, reinforces a broader understanding of the functions of human services.
- ***Emphasize a diverse array of recipients.*** Given the default assumption that human services are *only* for people living in poverty, use examples to illustrate how we *all* rely on human services at points in our lives. *Broadening understanding of recipients is critical to cultivate support for human services.*

Source: FrameWorks Institute, *Handed to them on a Plate: Map the Gaps Report*, 2013.

# LifeCycle Example

Human services support children, providing the kinds of developmental opportunities that are needed to build a strong foundation for life-long well-being. Our organization conducts research on ways to improve children's health – focusing on effective ways of incorporating more physical activity into their lives. This research promises to yield long term health and economic benefits, by giving us clear ways to reduce health problems related to inactivity. In another example, our efforts have helped our local school district improve attendance by drawing attention to a common cause of school absences: untreated oral health problems. By making preventive oral health services available at schools, more children are getting appropriate treatment in a timely manner, and attendance has gone way up.

# Reframing is Most Effective with a Complete Narrative



# AVOID

Letting the public narrowly define  
“human services”

Charity and Compassion

Safety net for the vulnerable

PROBLEM PROBLEM PROBLEM  
solution?

# ADVANCE

Broader, fuller picture of the sector:  
research, advocacy, direct services

Skilled, essential profession

Varying supports for everyone  
across the lifespan

problem  
SOLUTIONS SOLUTIONS  
SOLUTIONS

# Framing Activity

Hunger is everywhere: It's in your community and very likely in your children's school. Some 47 million Americans live in poverty, and nearly as many are on food stamps. The problem has grown significantly since the 1970s, when economic growth in the United States slowed and the income gap widened. The 2008 recession and resulting loss of jobs only exacerbated the situation, making hunger and food insecurity an American epidemic.

Many people think that direct aid to working families – welfare, food banks, even tax credits – create dependency. “Let's give people a hand up, not a hand out,” they say. This belief may make for a nifty sound bite, but it flies in opposition to the facts. Research shows that if you give aid to a family, you increase the chances that the child will not live in poverty as an adult. If we want to end poverty in America, we need to give families more support, not less.

# Reframed

By making sure that everyone can reach their potential and fully contribute, we are helping to make our communities vibrant. **We know that well-being doesn't just happen – it has to be built, much like a house is built. The bricks and mortar of well-being include access to healthy food, quality child care, and a good education.**

**When people are hit by an unexpected life storm—such as getting laid off during a recession or needing to care for an aging parent—we help to rebuild their well-being with a variety of human services.** This includes advocating for income assistance and maintaining robust food banks – both useful tools for creating a strong foundation and a thriving community. We know from our research that well-fed children do better in school, adults with access to healthy food are less likely to suffer from diabetes and obesity, while seniors need good nutrition to stay robust and active in their community.

# Media Strategy

- Long-term Communications
- Website Language
- Press Releases
- Reconsider spokespeople

# Media Amplification

We are begging you for the sake of our most *needy* and *vulnerable* citizens this budget impasse must end now.

What kind of state do we want to live in? Do we want to live in a state where *one in every five children is growing up in poverty and having their chances in life sabotaged by that* — something they have no control over?

When you engage with them, you quickly realize *that these people need more services than whatever they can collect in that cup are going to provide*. That's the impact of the state budget crisis.

*Both sides* think the other is going to blink first, and in the meantime, *people are dying*.

# Beyond the Narrative

- Telling Thematic Stories
- Using a Reasonable Tone
- Placing Data within the Frame

# The Personal Struggle



Source: FrameWorks Institute, *Vivid Examples: What They Mean and Why You Should be Careful Using Them*, 2006.

# The Personal Triumph



Source: FrameWorks Institute, *Vivid Examples: What They Mean and Why You Should be Careful Using Them*, 2006.

# Widen the Lens: Systemic Challenges



Source: FrameWorks Institute, *Episodic vs Thematic Stories*, 2007.

# Widen the Lens: Collective Triumph



Source: FrameWorks Institute, *Episodic vs Thematic Stories*, 2007.

# Framing Activity

Each table will be assigned an area of human services work.

Imagine that a journalist is writing on a story on that issue. The reporter has reached out to your organization asking for your help connecting **with people who are struggling with that particular issue.**

Brainstorm on strategies and language for focusing the reporter on the **underlying systemic challenges, rather than the vivid personal stories.**

Work for 15 minutes, then we'll share out.

# Beyond the Narrative

- Telling Thematic Stories
- Using a Reasonable Tone
- Placing Data within the Frame

# Crisis Tone

- Fatalism
- Fatigue
- Skepticism



## Framed with *Crisis and Costly Cuts*

As lawmakers wrestle with the budget, funding for vital services are at risk of being gutted. The cuts proposed would shut the door to critical services for hundreds of thousands of families across the state. But then what? Families in need are not going away. For each proposed cut, some basic questions need to be answered. What is the impact on the family denied access to services and how much will that impact end up costing the state in the long run? How many people losing elder or disability care, for example, would require institutionalization, which is far more expensive? How much more will taxpayers end up having to support in costs associated with increased ER visits and escalated healthcare cases? We need a budget that is prudent, reasonable and doesn't end up costing more than it saves. Cutting in the dark is never a good idea.

## Reframed with *Human Potential*

As our policymakers use our most important civic tool for peering into the future - our public budget - we must make it a priority to attend to our nation's most important asset - our human potential. When we support well-being, we ensure that everyone can contribute to our communities. To do that, we must maintain and protect the initiatives that foster people's potential. For example, nurse visits for elders and people with disabilities keeps them home and out of institutions, which keeps our communities vibrant. Health and nutrition efforts targeted at families today make sure that children's talents and gifts will be available to our workforce tomorrow. A good budget meets our needs today *and* plans for the future - so let's keep in mind that we need everyone's potential for the civic, social, and economic well-being of our communities.

Adversarial Tone



Us

Them

# Rhetorical Tone

- Up for Debate
- Multiple Solutions
- All Equally Valid



Source: FrameWorks Institute, *Taking Tone Seriously as a Frame Cue*, 2002.

# Reasonable Tone

- Sensible
- Doable
- All in this Together



Source: FrameWorks Institute, Taking Tone Seriously as a Frame Cue, 2002.

## Framed with an *Adversarial Tone*

For years, policy makers have been making bad funding decisions that divide policy and program benefits between children and older adults. Policymakers and advocates must resist the zero-sum framework that pits the generations against each other.

Instead they should recognize that crafting policies that invest in young people, helps older adults as well. Supporting and investing in older adults provides relief and support to our younger generation.

Our elected officials need to see the light and end policies that divide the generations, instead investing across the lifespan will yield better outcomes that help people of all stages reach their greatest potential.

## Reframed with an *Affirmative Tone*

Our communities are strongest when we build them in ways that ensure the wellbeing of all of our residents, no matter their age. Policies that invest across the lifespan and bridge rather than divide the generations will yield better outcomes that help people of all stages in life reach their greatest potential.

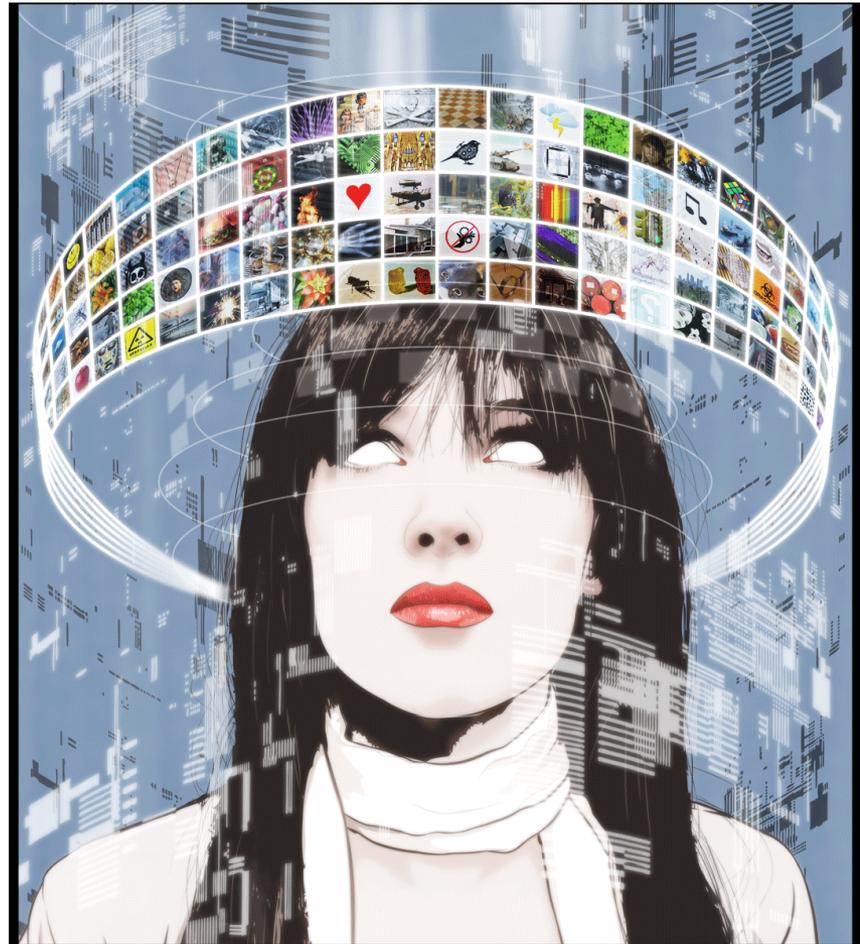
Policymakers and advocates must embrace a policy framework that reflects a more comprehensive view of wellbeing that takes into account the ways each age group's outcomes affect, and are affected by, the outcomes of other generations. They need to recognize that crafting policies that invest in young people helps older adults as well. Likewise, supporting and investing in older adults provides relief and support to our younger generation.

# Beyond the Narrative

- Telling Thematic Stories
- Using a Reasonable Tone
- Placing Data within the Frame

# Frame Your Data

- Overwhelming
- Fatalism/Paralysis
- Meaningless



Source: FrameWorks Institute, *The Storytelling Power of Numbers*, 2015.

# Framing Example

Hunger is everywhere: It's in your community and very likely in your children's school. [Some 47 million Americans live in poverty, and nearly as many are on food stamps.](#) The problem has grown significantly since the 1970s, when economic growth in the United States slowed and the income gap widened. The 2008 recession and resulting loss of jobs only exacerbated the situation, making hunger and food insecurity an American epidemic.

# Frame Your Data

- First establish the frame, then integrate the numbers.
- Use social math to make numbers meaningful.
- Use “explanatory chains” to tell a causal story

# Social Math

- \$285 million in cuts to health care and education as proposed in the last state budget would cause as many as 10,000 jobs to be lost.
- \$285 million in cuts to health care and education as proposed in the last state budget would cause as many as 10,000 jobs to be lost, or the equivalent of our state's largest private employer, "X" Industries, laying off a full half of its workers.

# Social Math

- 88.2% of the state's families will receive an average net tax savings of \$152.30 in 2011. This is direct assistance for families struggling to survive in this hard economic climate, and it is money that will remain in our local economies and buoy small businesses in the state.
- Tax savings to families under the new proposal will total \$42 million added to the local economy in the form of increased spending, as this money will remain in our local economies and buoy small businesses in the state.

# AVOID

Focusing on an individual

Highlighting a specific event

Adversarial, snarky tone

BIG context-free numbers  
focused on the challenges

# ADVANCE

Focusing on an teams and systems

Trends over time

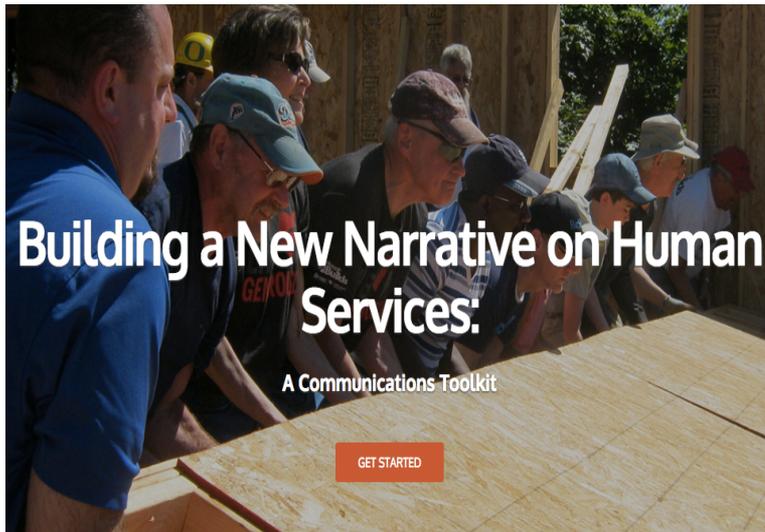
Reasonable “can do” tone

Translated data emphasizing  
solutions

# Framing Activity

- Reframe a communications piece from your organization.
- Use all three elements for the Building Well-Being Narrative.
- Tell a thematic story using a reasonable tone.
- Contextualize data.

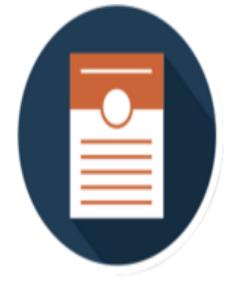
# Reframing Tools and Supports



Talking Points



FAQs



Message Cards

<http://frameworksinstitute.org/toolkits/humanservices>

