

CHOICES

Operation Transformation Stakeholder Report 1



1. THE CONTEXT

The prevalence of obesity continues to rise to epidemic proportions. In 2014, more than 1.9 billion adults were overweight. Of these over 600 million were obese [1]. Approximately two out of three adults on the island of Ireland are classified as overweight or obese. Obesity is a precursor for many chronic conditions and has been linked to cancer, heart disease and diabetes and impacts on our health in many other ways. Obesity is preventable, however there are many factors contributing to its prevalence. In 2007 the Foresight Report was published which mapped the Generic Influencers of Obesity [2]. This report identified multiple behavioural and societal influencers which are contributing to the growing problem of obesity from individual psychology and activity to biology to food production. To address such complex problems WHO has called for a “health in all policies” approach. This approach encourages multiple stakeholders to work together to address issues such as obesity. Health for All Policies moves beyond informing citizens of problems such as obesity towards empowering them to become healthy lifestyle co-producers.

2. THE CHOICES PROJECT

In 2014, independent researchers from the National University of Ireland, Galway were awarded funding from the Irish Research Council (IRC) through their ‘New Foundations Awards’ to undertake the CHOICES project. CHOICES, Collective Health Options and Intelligence for a Citizen Empowered Society aimed to demonstrate how citizen and community empowerment and mobilisation are co-produced for social innovation in a “health for all policies” supportive ecosystem. Operation Transformation was used as the context within which CHOICES was applied and is referred to as a healthy lifestyle ecosystem within.

Operation Transformation is an Irish life and fitness programme which has been televised in Ireland since 2007. Operation Transformation was created and is co-owned by Raidió Teilifís Éireann (RTE), Ireland’s National Public Service Broadcaster and Vision Independent Productions (VIP). During the eight week series, five overweight/obese leaders are followed through their lifestyle transformation. Guided by a panel of experts, the leaders and the programme audience are shown how change can be integrated into daily routines. Operation Transformation also provides practical advice on topics such as portion sizes, children’s meals and the psychology behind food shopping. Operation Transformation encourages community participation, featuring activities on the show such as walking groups and exercise clubs. The show also hosts national events such as 5km walks and health check roadshows. More recently Operation Transformation has expanded from traditional media platforms such as television, radio and website, to interactive platforms such as social media and mobile applications. By providing interactive content to

Operation Transformation viewers, such as recipes, exercise plans and social media posts, viewers are encouraged to follow the healthy lifestyle changes of their favourite leaders whilst meeting their personal weight loss goals.

For the past four years *safefood*, a government funded body which promotes awareness and knowledge of food safety and nutrition issues on the island of Ireland has been Operation Transformations main sponsor. Research commissioned by *safefood* found that in one year alone, 186,000 people reported losing weight as a result of following the show with 67% reporting they would continue with their healthier lifestyle once the show ended (*safefood* research). Anecdotal evidence, through social media monitoring suggests that community groups are forming and adopting healthier lifestyles in parallel with the show, however, no research has been undertaken on how or if community activities are maintained post show. To understand Operation Transformation as a vehicle for driving healthy lifestyles, five CHOICES research objectives were created:-

1. To understand and define the social mechanisms for and actors of a supportive environment for healthy behaviours including behavioural change for wellbeing.
2. To identify the roles of citizens and communities in an empowered “health for all policies” ecosystem.
3. To identify the directional influence of citizen and communities barriers within community-based networks.
4. To structurally map and visualize citizen and community barriers to a healthy society and
5. To analyse the most feasible and impactful options to overcome barriers and optimise healthy community groups.

3. THE STAKEHOLDER CONSULTATIONS

This report is one of a series of four reports describing the key findings from the CHOICES Research which was undertaken with different members of the operation transformation ‘healthy ecosystem.’ This report summaries the key findings from one of the strategic stakeholder groups. The stakeholder consultations in this part of the project aimed to:

1. Identify the roles of citizens and communities in an empowered healthy lifestyle ecosystem and
2. Understand and define the social mechanisms for and actors of a supportive environment for healthy behaviours.

CHOICES received ethical approval from the Ethics Committee in the National University of Ireland, Galway.

4. THE CONSULTATION PROCESS

Interactive Management (IM) is a methodology which facilitates group discussion and consensus building. Within consultations, participants from different backgrounds and sectors work collaboratively to reach a consensus on how best to address a complex issue, in this case engaging community participation within Operation Transformation. IM encourages participants to design resolutions through reflective negotiations and voting for strategies which would have greatest impact and influence. In a typical IM session, participants, with expertise and insight into a problem engage in: (a) developing an understanding of the situation, (b) establishing an integrative basis for thinking about the way forward and (c) producing a strategic framework for effective change [3]. The facilitation of IM consultations takes into account the contextual factors that may impact on group work by integrating the influence of culture into the discussion. It also benefits the researcher, as the sessions provide deeper insights into how attitudes are influenced by group work itself [4]. This consultation was conducted with experts within their professional domains, the names of the participants were kept confidential for ethical reasons.

The IM consultation process centred around four stages, used to collect data. The same stages were used in all consultations and are summarised in Figure 1.

(1) Idea Generation: Participants in all sessions were asked a similar trigger question: ‘What are the barriers to maintaining Operation Transformation activities? Participants were given the opportunity to reflect on the question and think of as many barriers as possible in private. Each participant was then given the opportunity to share and clarify one barrier before it was placed on a board for discussion. Idea generation continued until no new barriers were identified by the participants.

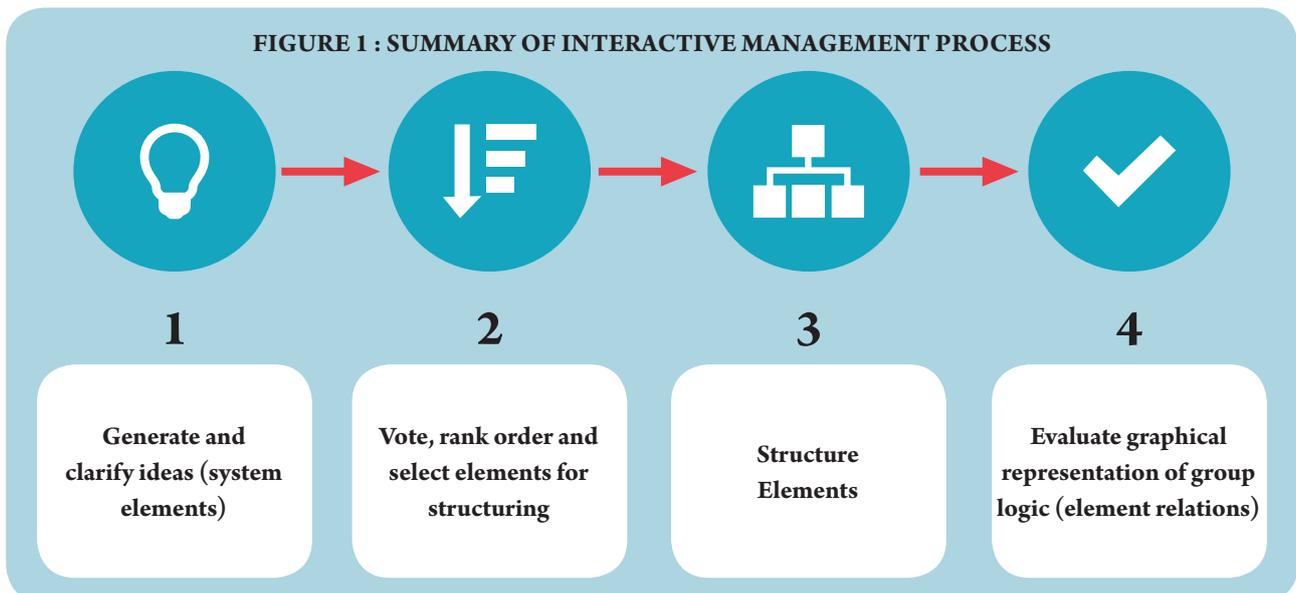
(2) Idea Categorisation: Once idea generation was complete each participant was asked to vote for the top five barriers to maintaining Operation Transformation activities. The top five barriers were placed separately on boards and all other barriers were compared with them. In this process referred to as paired comparison barriers that were deemed similar to each other were grouped together. Once at least five barriers were grouped together, the participants labelled the category.

(3) Structuring Barriers (elements): The 12 barriers that received the highest votes were entered into the interpretative structural modelling (ISM) software, where a series of relational questions, “Does Barrier A significantly aggravate Barrier B?” were asked to the stakeholders. A yes/no vote was taken and entered in the ISM software. Structuring continued until all relational barriers were voted upon and a structural barrier map was generated (Figure 2).

(4) Generating Options: To conclude the IM consultation, stakeholders were divided into sub-groups, to work with two categories from stage 2. They were provided with the facilitation question: “What are the options for overcoming the barriers in the [category title]?” and asked to explain their solutions with the entire group. All stakeholders then discussed the proposed options they perceived to be the most feasible, impactful and timely in each category.

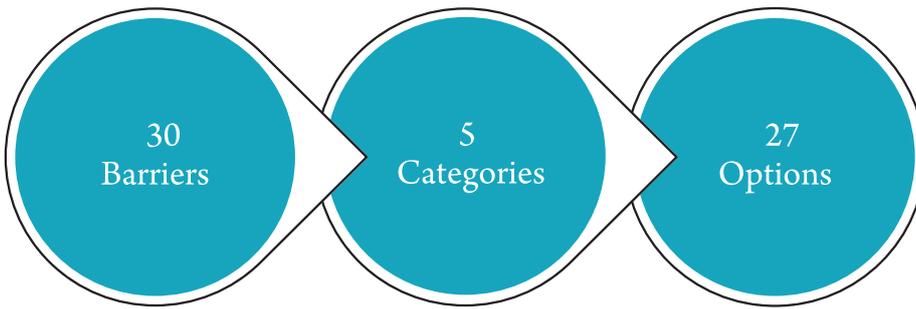
This consultation took place over two days in a convenient location for participants. Seven strategic stakeholders who were identified as experts in their respective fields and represented sectors involved in the management of Operation Transformation activities participated in this consultation. A list of all barriers, categories and options is presented in Appendix 1.

FIGURE 1 : SUMMARY OF INTERACTIVE MANAGEMENT PROCESS



5. THE RESULTS

The Stakeholder Consultation resulted in the generation of:



The top three most voted for barriers to maintaining Operation Transformation (OT) activities in Step 2 were:

1. Mismatch between TV production model and potential vision (15 votes)
2. No vision for sustainable change for public good (9 votes)
3. Lack of funding to fully realise the ambitions we have for the brand (7 votes).

The most voted for options in Step 4 were:

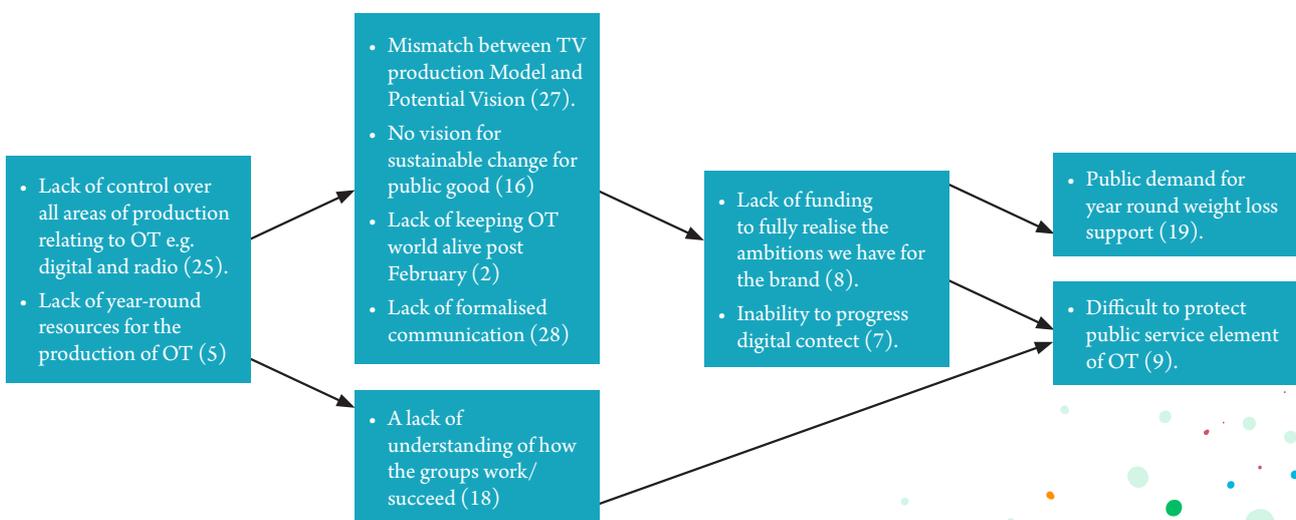
- 1) Vision of stakeholders discussed and shared (8 votes)
- 2) Agree a mission statement and strategy with relevant stakeholders for OT world (6 votes)
- 3) Establish a corporate champion for Operation transformation and develop the role of the executive producer as a year round liason on all areas of Operation Transformation across all 3 media. (6 votes)

The structural barrier map developed within the stakeholder consultation during Step 3 is shown in Figure 2.

This map is the most tangible output from the stakeholder consultation. This structural barrier map is read from left to right with the barriers to the left significantly aggravating the barriers to the right. For example, 'A lack of understanding about how groups work/succeed' significantly aggravates 'Difficult to protect public service element of Operation Transformation'. Barriers grouped together in the same box, such as 'Lack of control over all areas of production related to OT e.g. digital and radio content' and 'Lack of year round resources for OT' are reciprocally inter-related and they significantly aggravate one another. Three different barrier aggravation pathways are evident in Figure 2, with directional arrows indicating aggravating pathways. The numbers beside each of the barriers corresponds to when it was inputted into the computer software.

Appendix 1 provides a list of all categories, barriers and options.

Figure 2: OT Stakeholder Structural Barrier Map



REFERENCES

1. Obesity and Overweight [<http://www.who.int/mediacentre/factsheets/fs311/en/>]
2. Butland B, Jebb S, al. e: Tackling Obesities: Future CHOICES – Project Report. In. Edited by Foresight. UK: Government Office for Science; 2007.
3. Hogan MJ, Johnston H, Broome B, McMoreland C, Walsh J, Smale B, Duggan J, Andriessen J, Leyden KM, Domegan C et al: Consulting with Citizens in the Design of Wellbeing Measures and Policies: Lessons from a Systems Science Application. Social Indicator Research 2014.
4. Broome BJ, Fulbright L: A Multistage Influence Model of Barriers to Group Problem Solving A Participant-Generated Agenda for Small Group Research. Small Group Research 1995, 26(1):25-55.

APPENDIX 1: STAKEHOLDER CONSULTATION CATEGORY, BARRIERS AND PROPOSED OPTIONS

Category	Barriers	Proposed Options
After OT	Shortage of after care for leaders (0 votes)	Develop a partnership plan i.e. who will do what (3 votes)
	Lack of keeping OT world alive post February (4 votes)	Government policy for a healthier environment (0 votes)
	Failure to harness/capture natural leaders (0 votes)	Establish a concrete plan for after care of leaders (0 votes)
	Demand for year round (always on) weight loss support (2 votes)	Using research that we have to know we are moving in the right direction (3 votes)
		Encourage OT groups to continue post show (support from other initiatives/programmes/partners) (1 votes)
		Develop a model that establishes operation transformation as a year round healthy living, community based not for profit brand (2 votes)
RTE Structure	Lack of formalised communication (1 vote)	Change from RTE Radio 1 to 2 FM (0 votes)
	Lack of control over all areas of production relating to OT (digital and radio) (2 votes)	Establish a corporate champion for OT trans and develop the role of the executive producer as a year round liason on all areas of OT across all 3 media. (6 votes)
	Failure to capitalise on radio potential (0 votes)	Create a post/or team within RTE dedicated to the production of OT on an annual basis (0 votes)
	Inability to progress digital content (1vote)	Engage all media in planning for the following year as early as possible (3 votes)
		Early commitment to (March 2015) to develop digital elements (0 votes)
		Create a digital plan for 12/24 months (0 votes)
		Establish administrative support and structure (0 votes)

Category	Barriers	Proposed Options
TV Show/ OT World	A reluctance to use <i>safe</i> food experts on the show (0 votes)	Engage with healthy Ireland to develop sustainable initiatives (2 votes)
	Mismatch between TV production model and potential vision (15 votes)	Vision of stakeholders discussed and shared (8 votes)
	Shortage of healthy eating initiatives with the groups (0 votes)	Organise a consultative meeting of OT stakeholders in April to plan the following years campaign (0 votes)
	Problems defining roles of stakeholders (0 votes)	Establish an advisory group (0 votes)
	Lack of flexibility within half hour slot (3 votes)	Build the OT world (more than a show)- develop more annual output opportunities (1 vote)
	Shortage of healthy eating initiatives in the show (0 votes)	
	Outgrown production model (0 votes)	
	TV format that has become repetitive and fragmented (0 votes)	
	Confused communication(0 votes)	
Resources	Lack of funding to fully realise the ambitions we have for the brand (7 votes)	Create a vision for the OT brand 'our ambition' (3 votes)
	Difficult to protect public service element of OT (1 vote)	VIP/ RTE remain loyal to public service elements of OT (3 votes)
	Lack of year round resources for the production of OT (1 vote)	Separate the resourcing of TV programme from OT world and increase resourcing of OT world (3 votes)
	Problems of running out of good will and favours (0 votes)	Plan out resources/ develop vision for these resources (3 votes)
	Limited resources to reflect scale of group/ community activity(0 votes)	Clarify the position of digital in relation to OT funding (0 votes)
Category	Barriers	Proposed Options
The Big Picture	No vision for sustainable change for public good (9 votes)	Developing a big picture (1 vote)
	A lack of understanding of how the groups work/ succeed (1 vote)	Resources to research groups/ communities (0 votes)
	Lack of long term vision for the groups/ communities (0 votes)	Agree a mission statement and strategy with relevant stakeholders for OT world (6 votes)
	Lack of focus on what is working to bring about change (0 votes)	Establish the impact of the show – influencing behavioural change 'watching or participating' (0 votes)
	Lack of focus on change for life (0 votes)	
	Lack of high level shared strategy (vision) (0 votes)	
	Lack of understanding which elements of show's working (0 votes)	

ACKNOWLEDGEMENTS

The researchers would like to thank the Irish Research Council for funding this research and all the participants who took part.