

Core20PLUS Connectors Programme

CONNECTING FOR FUNDING AND SUSTAINABILITY

- the role of emotion-based content and messages -



This Resource Kit is intended for anyone from the NHS, VCFSE and other local partners who are involved in securing funding or sustainability of the Core20PLUS Connectors or similar programmes

WELCOME

Welcome to your Connecting for Funding and Sustainability Resource Kit (Resource Kit).

The Resources Kit contents have been brought together and developed by [The Health Creation Alliance](#) (THCA) to support anyone working at any level who has been involved in the Core20PLUS Connectors Programme, similar programmes locally, or who has a role to play in NHS or system transformation. It is designed to help you, your system colleagues and the VCFSE sector to find a route to sustaining the work that was started, or enhanced, through the National Programme. It focuses on 'emotion-based' content and messaging that will help you capture the attention of commissioners, funders and influencers to make a compelling case for ongoing resources, and incorporation into programmes and strategies leading to system change.

Introduction

The [Core20PLUS Connectors Programme](#) is part of the support framework for progressing the goals of Core20PLUS5, the NHS approach to support the reduction of health inequalities at both a national and system level.

The Health Creation Alliance is proud to work with [NHS South, Central and West CSU](#) (SCW), the NHS Healthcare Inequalities Improvement Programme at NHS England, [National Voices](#) and in the early years Healthwatch, supporting design, delivery and reporting on the Core20PLUS Connectors Programme.

Since 2021, and through the five waves of the national Core20PLUS Connectors Programme, local VCFSE or Healthwatch organisations working with system partners in all ICSs have been supported by SCW to establish or enhance Community Connector work. As the national funding for the programme is winding down many sites have secured alternative funding, while some ICSs are making progress in securing funding from other budgets.

One factor in funding and sustainability success is an ability to demonstrate the value of the Connector work to a range of commissioners, funders and influencers through engaging and relevant emotion-based content and messages, often delivered through a range different approaches that go way beyond the traditional bid submission process.

This Resource Kit focusses on approaches to connecting commissioners, funders and influencers to emotion-based content and messaging. Through the provision of concise and enabling guidance, materials and templates it is intended to enhance current approaches when building the case for the funding and sustainability of Connector or similar roles.

In support of the development of the Resource Kit, research was undertaken with THCA members and representatives from a number of Connector Sites.

In addition, the Resource Kit has been informed by a separate report on the outcomes and insights drawn from ten system leader interviews that helped uncover the approaches and steps that leading Core20PLUS Connectors sites are taking to continue the Connector work.

Download: [Sustainability leading to system change report](#)

We hope that you find this Resource Kit of value.

Merron Simpson
Chief Executive
The Health Creation Alliance



GUIDANCE	CONNECTIONS	PRINCIPLES	FUNDERS	STAKEHOLDERS	CASE STUDIES	CONTACT
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This Resource Kit comprises original content, links to relevant online resources and procured educational guidance and materials from reputable organisations, bringing them together within a single resource.

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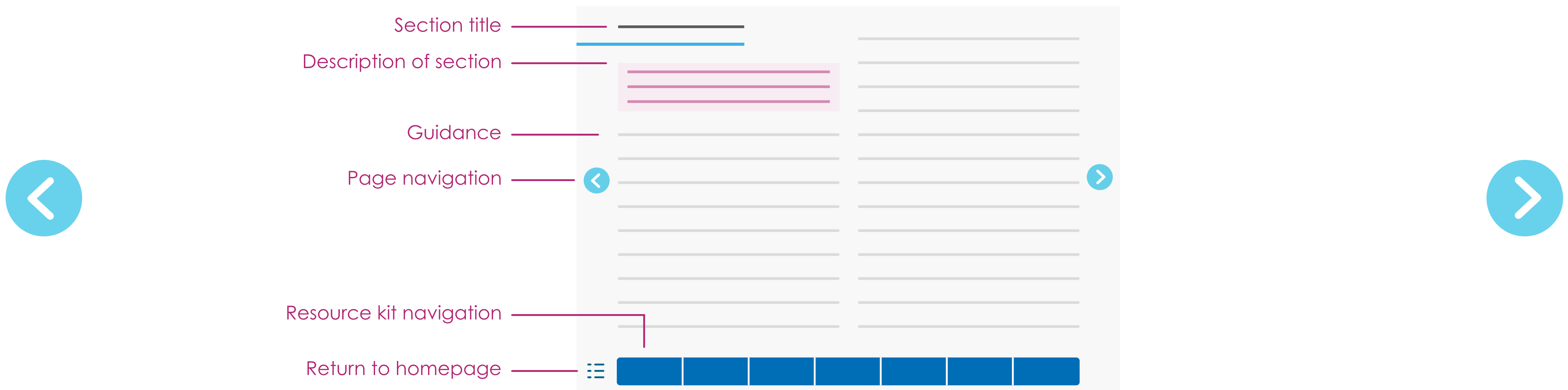


1.0 HOW TO USE THE RESOURCE KIT

This Resource Kit is divided into seven sections with a range of additional educational resources, tools and guidance accessible through clicking on the appropriate links or downloads.

Navigation

The diagram below provides guidance in support of navigation, following which the content is considered further.



Description of section – this summarises the purpose of the particular section to support users decide if the section is right for them.

Guidance – this has been kept simple and focused with links to additional information and resources embedded within the copy.

Page navigation – use this to move to next page or return to previous.

Return to homepage – use to return to contents page.

Resource Kit navigation – use this to navigate between the eight sections.

2.0 THE IMPORTANCE OF CONNECTIONS TO COMMUNITY HEALTH

This section considers why connections are good for community health and provides some background content that can be used in support of successful communication of emotion-based content and messages.

When individuals connect constructively with each other, their communities and with services, this has a positive impact on their health and wellbeing, which is both:

- **Indirect** – because being meaningfully and constructively Connected helps people to build Confidence and this helps them to take Control of their lives and environments (these are the 3Cs of Health Creation); when this happens their health and wellbeing are enhanced.
- **Direct** – through better connection with formal healthcare and other services, alongside and supported by community-led (informal) sources of support, information and signposting.

Download: [A short introduction to Health Creation presentation](#)

Download: [The process of creating health long read](#)

Once meaningful, trusting and constructive community connections have been made within communities and between systems and communities, and as long as there is a willingness to maintain them and to grow the infrastructure to support them, it becomes possible to reshape services and systems and create a new ecosystem in which formal and informal services work together.

The Core20PLUS Connectors Programme has been instrumental in enabling some of these connections to be made, developed, deepened and strengthened, helping to improve individual and community wellbeing, and reduce both health inequities and demand for health and care services.

This content has been drawn from the Sustainability leading to system change report. You can read the [full report here](#).

For more information about building connections for health and wellbeing and for system change, visit our website where you will find THCA’s 2024 Manifesto for whole system change: [Health Creation, for now and future generations](#).

People need



Connections
Confidence
Control

...to be well



3.0 PRINCIPLES OF APPROACH

This section considers the importance of emotion-based content and messages communicated through a mix of formats that reflect individual learning and information provision preferences.

3.1 Emotion-based content and messaging

Emotion and logic are two key elements of persuasion.

Emotion taps into feelings, values and uses stories to connect with commissioners, funders and influencers to inform, motivate and inspire them to act. Logic uses facts, evidence and reasoning to support claims and arguments.

Emotion-based content and messages are often more compelling than those that are logic-based. Yet, logical reasoning forms the basis of many formal funding submissions and it can be viewed as more 'professional', therefore it is more dominant among commissioners and funders. However, both emotion and logic are important when building the case for Connector funding and sustainability.

3.2 Learning styles and information provision

When delivering emotion-based information, it is beneficial to engage commissioners, funders and influencers through a range of formats that reflect individual's learning preferences. These formats also support individuals' engagement with, and retention of, information.

A well accepted learning style theory is the VARK® model* – Visual, Auditory, Reading/writing and Kinesthetic:

*Fleming N.D. and Mills C. (1992). Not Another Inventory, Rather a Catalyst for Reflection, *To Improve the Academy*, Vol. 11, 1992., page 137.

- Visual learners prefer to learn by seeing e.g. PowerPoint presentations, charts, diagrams, videos, infographics and incorporation of color-coding to emphasise key points.
- Auditory learners prefer to learn by listening and speaking e.g. discussions, speaking to others, podcasts.
- Reading/writing learners prefer to learn by reading e.g. written case studies.
- Kinesthetic learners prefer to learn by doing and participating e.g. visiting a community centre, community walk abouts.

Most people's preferences are a combination of categories and it is recommended that a mix of different approaches are used.

You can learn more about VARK® [here](#). Note: this link provides access to a commercial site.



4.0 CONNECTING WITH FUNDERS

This section supports thinking on different organisations and partners that might fund or support the sustainability of the work of Connectors.

While central funding for most Connectors sites is no-longer available, there are a wide range of organisations from whom funding can be sought, either alone, or in partnership with others. A few of these are considered below:

Community Foundations work to connect place-based funders and local groups to enrich lives for the better and to build stronger communities.

Visit [UK Community Foundations](#) (UKCF) to learn more and to locate one of the 47 accredited community foundations.

The National Lottery Community Fund is a non-departmental public body responsible for distributing funds raised by the National Lottery for ‘good causes’ including health. Working with a range of partners is beneficial to any bid.

Visit [National Lottery](#) to find more about the projects they fund and how to apply.

Local business often serve as the lifeblood of local communities and can play a pivotal role in fostering community health, wellness, and social connectivity, often through direct financial support.

Consider local businesses in your area – contact a [Local Chamber of Commerce](#) or similar business networks, while looking through the eyes of business to inform your approach.

Download: [The benefits to business when making donations to local charities](#)

Charitable trusts provide grants for charitable purposes. The trust's assets are managed by its trustees according to the purpose of the Trust. Many charitable trusts support health causes.

Charitable Foundations are a charitable trust or nonprofit organisation typically formed to provide charitable grants to other organisations or institutions. Foundations can support a variety of different causes including health and wellbeing.

There are over 10,000 charitable trusts and Foundations in the UK and the [Chartered Institute of Fundraising](#) is a good source of information on these.

Download: [Chartered Institute of Fundraising guide to Trusts and Foundations for small charities](#) to learn more.

Local funding advice organisations provide guidance on potential sources of local funding.

Local government

Visit [Gov.UK](#) to identify which council, unitary or authority you fall under and use the links to take you to your local website for more information about their community-based funding and grants.

Local elected members/councillors often having a place-based community fund/grant scheme to support charities and organisations.



4.0 CONNECTING WITH FUNDERS

Other partnerships and local partners

“The thing that is working well in Halton is partnerships. We’ve found that by being flexible about what a Connector is, we’ve been able to attract a wide range of partners and have begun to develop side-projects that embed the approach. Partners that are involved include national bodies like National Institute for Health and Care Research, Lloyds Bank Foundation and THCA, local system partners like NHS Trusts, Public Health and the Local Authority, and VCFSE partners such Power In Partnership, Halton & St Helens Voluntary and Community Action and Halton Veterans Legion.”

Quote from NHS Cheshire and Merseyside Connector Site

“As the project neared the end of its term, delivery partners were committed to sustaining and continuing the lifesaving work of the project and sought funding opportunities. Qube (Shropshire Cancer Champion delivery partner) presented a grant application to cancer charity Lingen Davies, and one-year funding was approved for the Shropshire Cancer Champion Coordinator role, enabling the delivery partnership of Shropshire, Telford & Wrekin Cancer Champions to continue without ICB/National funding.”

Quote from Shropshire, Telford & Wrekin Connector Site

Contact your local [CVS](#) or [Healthwatch](#) to identify funding sources or advice and when considering other local partners.

There are a wide range of sources of information and support, a few that are considered below:*

[Charity Excellence](#): A free one-stop-shop for charity funding, policies, help & resource including a free grant finding directory. To access all the resources this requires registering and completion of a number of questionnaires.

[Directory of Social Change](#): Provides a range of paid for events, books and seminars to support fundraising.

[My Community](#): A resource hub that helps users to find appropriate and sustainable ways to find funding for their charity, community group or social enterprise.

* Inclusion within this Resource kit in no way implies THCA endorsement



5.0 CONNECTING WITH COMMISSIONERS, FUNDERS AND INFLUENCERS

This section provides some guidance on approaches to identify, plan for and connect with commissioners, funders and influencers in support of delivery of emotion-based content and messages with a focus on:

- Identifying, mapping and prioritising
- Understanding emotional drivers
- Platforms and channels

5.1 Identifying, mapping and prioritising

Simple planning is important to make best use of time while ensuring that all those partners involved in communication activities are clear on the who, what and how.

The following simple steps can be used to identify, map and prioritise commissioners, funders and influencers:

1. Make a list of current decision-makers and influencers known to you.
2. Consider and list additional decision-makers and influencers in collaboration with colleagues and partners.
3. Develop a simple ‘Relationship Map’ to better understand the interaction and influence of your decision-makers and influences to help inform step four.
4. Catagorise your audiences into:
 - a. Tier one. The seven to ten individuals that are most important in supporting Connector funding and sustainability. These become your priority focus in terms of planning and engagement
 - b. Tier two. Other individuals that are important to connect with, but not a priority

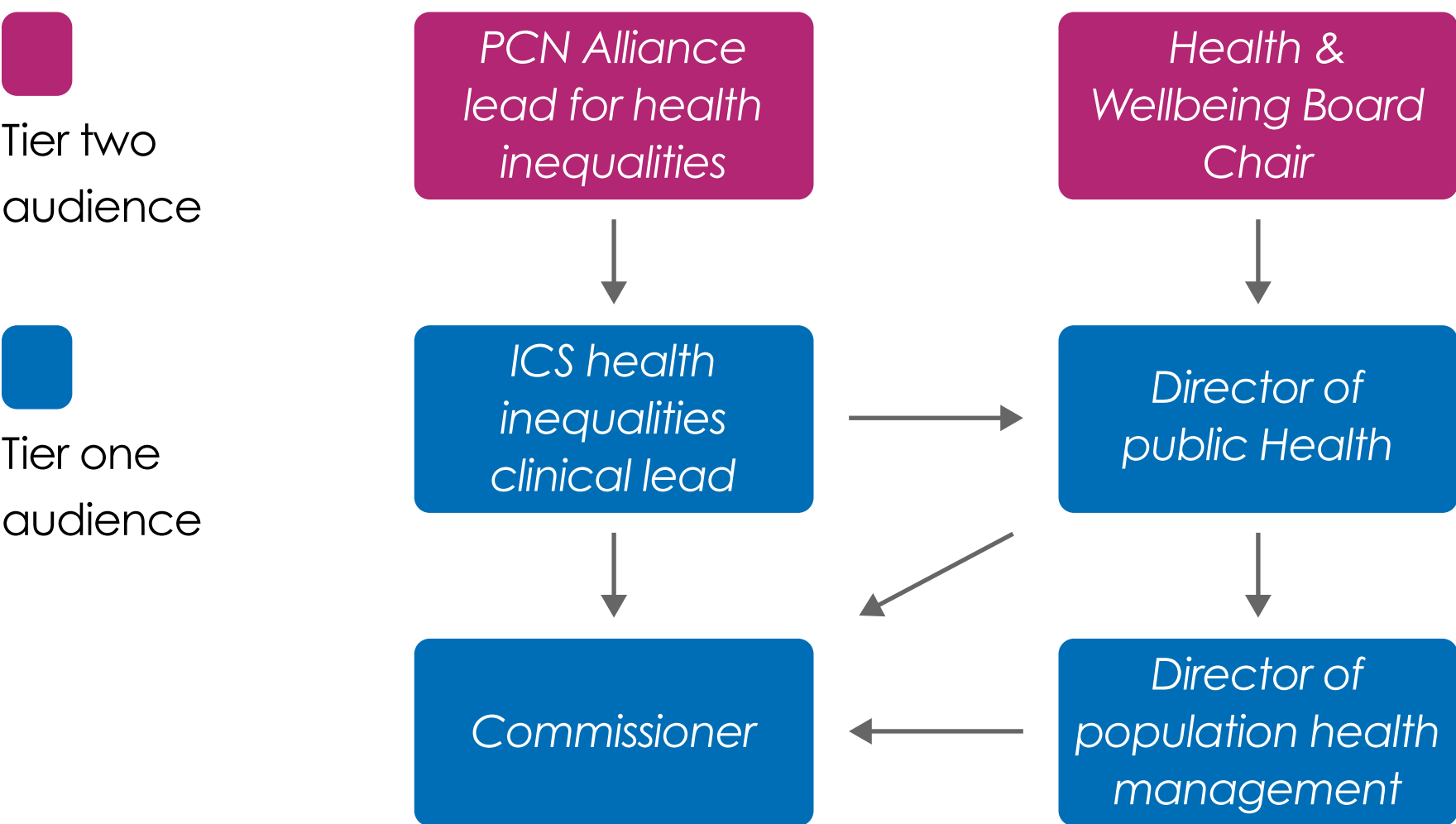
Relationship Mapping

A relationship map can be used to draw relationships between different individuals in support of funding and sustainability. The visualisation can support you:

- easily see who decision-makers and influencers are and how they relate to one another
- help identify other key individuals who may influence funding and sustainability
- strategically plan for communication
- use resources and time more efficiently

The diagram below provides an example of a simple relationship map.

This is followed by table one that lists some of the different types of commissioners, funders and influencers.



5.0 CONNECTING WITH COMMISSIONERS, FUNDERS AND INFLUENCERS

Table one. Selection of different commissions, funders and influencers

• Chair and members of Health and Wellbeing Boards	• Health inequality teams
• Elected members	• ICB Board Members
• Finance teams	• Member of commissioning teams
• Foundation and Trust Trustees	• Public Health
• Funders e.g. grant managers.	• Non-health specific community funders
• Clinical teams	• Local authority community engagement teams
• Clinical and population alliances	

In the UK, data protection is governed by the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018. Everyone responsible for collecting and using a person's personal information needs to be aware of these rules and how these are implemented by the organisation they represent.

5.2 Understanding emotional drivers

When using emotion-based content, before planning the key messages, formats and steps to communication, it is important to first reflect on what you are aiming to achieve in terms of informing beliefs and attitudes. The simple planning approach below can support this.

1. Consider the individual's current prevalent belief and attitudes to funding and sustainability of Connectors.
2. Consider the beliefs and attitudes that you would like them to have.
3. Briefly describe key messages that would support a shift in beliefs and attitudes.

4. Consider what emotional-based input you have/or could create to support this, bearing in mind the need to reflect different learning preferences.
5. Identify what platforms and channels could be used to engage with funders (section 5.3).

Table two provides a simple example of this approach. This is followed by a downloadable template that can support you in your planning.

5.0 CONNECTING WITH COMMISSIONERS, FUNDERS AND INFLUENCERS

Table two. Emotional connection planning

Name/role	Current attitudes	Preferable attitudes	Focus of messaging	Emotion-based evidence	Engagement platform
	I appreciate the value of communities, but I don't see where Connectors fit into this and why I should fund them.	Connectors make an invaluable contribution to their communities' health and wellbeing and I would be open to considering a funding application.	Connectors are members of their communities that support individuals take better control of their health and wellbeing, improving health outcomes. Connectors have supported increased uptake of blood pressure screening, leading to better management of people's hypertension.	Written case study from Connector sharing their experience of contributing to improved uptake of blood pressure monitoring. Photo collage of activity raising awareness delivered by delivery partner. Video of an individual sharing their experience of improved blood pressure control following attendance at a Connector-led event.	Face-to face meeting with Connector. Online meeting with lead on funding. E mail communication sharing resources and follow-up call.

Download: [Template to support planning for connecting to commissioners, funders and influencers](#)



5.0 CONNECTING WITH COMMISSIONERS, FUNDERS AND INFLUENCER

5.3 Platforms for connecting

Selection of platforms and channels that can be used for connecting with commissioners, funders and influencers should be guided by:

- established platforms where information can be shared
- the information sources they are known to use
- the resources available to capitalise on the platforms and channels
- and for social media, the likelihood of a individual clicking on links to these/being encouraged to do so

For some platforms there are well established approaches to engaging with participants, for example in-person event posters – these often combine logical and emotional-based engagement and two great examples have been delivered by [Suffolk and North East Essex: Maternity and Maternal Mental Health](#), [Cheshire and Merseyside hypertension and heart disease](#).

Table three below considers platforms and channels that can be used to share emotion-based contents and messages.

Table three. Examples of platforms and channels for sharing emotional content

Engagement platform	Direct to decision-maker	Media, online and social media
• Formal funding applications • ICB board meetings • ICS/ICB on-line forums • Finance Director meetings • Networking meetings • Future NHS • Local provider newsletters or e mail bulletins • Health and Wellbeing Board meetings • Trust and Foundation events/seminars • Networking meetings • Regional conferences and events • Truth Forums	• E mail communication • WhatsApp • Bespoke in-person meetings • Bespoke meetings with Connector and individuals they have supported • Accompany Connectors to a community activity • Invite to visit a community event with mingling opportunities built in • Arrange ICB meetings in community venues • Arrange for monthly walkabouts in Core20PLUS5 neighbourhoods	• Local consumer media • Blogs • Online forums • Partner websites • Social media e.g. LinkedIn X You Tube Instagram

Download: [Checklist to support platform and channel planning](#)



6.0 CASE STUDIES

This section considers the value of case studies and provides guidance on their creation.

Case studies are a pragmatic and cost-effective way of capturing emotional and practical information that is often lost in other approaches that communicate the benefits of Connectors.

While individual case studies are often limited in terms of the confidence with which they can claim that a project had an impact, a series of linked case studies can provide decision-makers and influencers with a rich picture of how similar activities work in different contexts, supporting a move from anecdote to evidence.

In terms of constructing case studies:

- incorporate input from one or more of the contributors to a Connector programme, and one or more of the recipients
- adopt, and include, a range of different formats, the most common of which is written, video and in-person sharing
- follow a simple but compelling template when constructing case studies to help ensure that they cover all bases and there is consistency in approach
- include and draw attention to 'key moments of change' for an individual or community; what was it, specifically, that made the difference. This is often nuanced, but by taking care to describe it well and often from the individual who has experienced it directly, it is often possible to help people who are more remote from the action to make sense of the nature and value of the work



6.0 CASE STUDIES

6.1 Case study contributors

Table four below considers the primary purpose of different types of case study contributors and can be used to support planning.

Table four. Case study contributors and primary purpose

Contributor ICS, delivery partner or Connector
• A description of the project/activity context • How the project was developed and why • Methodology, and how the case study was carried out • Findings and contributions from different people • Explain any technical language or terms • Transparent authorship • Include quotes, photos, links
Contributor recipient/family carers and members
• Provide context around their current situation • Identify the challenges they faced • Detail the who, what and when of their Connector interaction and what they gained • Consider the immediate and longer-term impact of this and the positive consequences e.g. back to work, improved health and wellbeing, appropriate use of NHS services • Transparent authorship • Include photos, summarise with a personal testimonial

6.2 Case study planning

Follow these steps to put together a great case study:

1. Understand the emotional drivers to inform why the case study is being created.
2. Allocate responsibility for creating the case study.
3. Secure support for, collect and compile the content.
4. Involve insights, experience, input and content from different people.
5. Use a template to support creation of case study.
6. Include a range of formats including quotes, testimonials, photos, numbers and links.

Download: [What Works Well’s guide to effective case studies](#)

Download: [Template to guide creation of case studies](#)

*Informed by [What Works Well](#)

6.0 CASE STUDIES

6.3 Case study content

Quotes and testimonials

Quotations are a powerful approach to include within emotion-based engagement. Whether used as part of a case study, within established approaches to funding applications or within any other communication, when used correctly a quotation can get your point across quickly, with subtlety and impact.

When sourcing quotes, ask contributors to provide meaningful insights and perspectives supported by authentic and memorable language that helps paint a picture in the reader's mind.

Testimonials are another powerful approach that are longer than quotes and provide more context around someone's story; they also tend to include some form of recommendation.

“ A new participant of the women’s yoga programme has shared her experience. She used to be bed bound, in lots of pain and could hardly move. As of last week she joined her 8th yoga session, encouraged and supported by the Core Connector and Community Champions at Elays Network. She was extremely excited and proud of herself and shared her zest for life! She explained her range of motion had improved, as well as her mental health over the last 8 weeks. She feels younger, more able to do day to day activities and is much happier!”

Example of a quote shared within quarterly update from South West London Connector site

Video

Video is an easy way to connect and engage with decision-makers and influencers and it can reflect both the visual and audio learning preferences – real, relatable video content that captures the human story can make all the difference.

Creation of video does not have to be expensive and with smartphone technology, it has never been easier to collect and use high-quality video footage to engage and inspire others. Reasons include:

- the most personal device that people own enabling them to film rich authentic content at a time and place of their choice
- high-quality camera
- a natural and easy to use approach
- a treasure trove of existing personal content

In addition to smartphone technology recording functions on meeting applications such as Teams and Zoom can also provide great video content, although it is advisable not to use this as the sole approach.

“I wouldn’t have come today if Linda (Connector) hadn’t pestered me. I had no idea that my blood pressure was dangerously high. Doing blood pressure tests at the café is a great idea, I wouldn’t have got tested otherwise.”

Martin,
resident,
Cheshire and Merseyside ICS

6.0 CASE STUDIES

Tips for creating video:

- Keep it under three minutes
- Provide guidance and support to anyone creating a video – whether through their mobile phones, using professional services or through teams, Zoom or similar tools
- Show example content so contributors know what is expected of them and don't be afraid to ask people to re-record content if it is too shaky, inaudible or badly shot. But give them your feedback
- Consider using professional app based video capture tools (email, whatsapp can only get you so far!)
- Find a freelance editor to work with or there are plenty of easy-to-use editing tools now available

Video example: [SWLs Women's Wellbeing Day, 23 April 2024](#)

Spotlight on: Lingen Davies Cancer Champions

Delivery partner for Shropshire, Telford and Wrekin ICS, Linden Davies worked with individuals from their communities to support them create a set of multilingual videos that provide their communities with an understanding of bowel, breast and cervical cancer plus general signs and symptoms for people to look out for.

Scan to download the Polish, Ukrainian, Bulgarian, Punjabi and Mandarin videos.

The picture to the right depicts co-produced script being captured to support filming



Photographs

The use of photography is a powerful approach to emotion-based engagement. A good image will help connect decision-makers to the photograph, putting them into the photograph, or feel like they are in the same space as they view it. As a result photos are particularly powerful when sharing events and moments in time.

6.4 Consent

It is important that consent is gained from anyone who has agreed to share their insights, information and stories, ensuring that individuals are happy for their content and name to be used in support of sustainability and funding.

7.0 CONTACT

If you would like more information on the contents of this Resource Kit, or if you would like to learn more about the work of The Health Creation Alliance, contact: neil@thehealthcreationalliance.org

