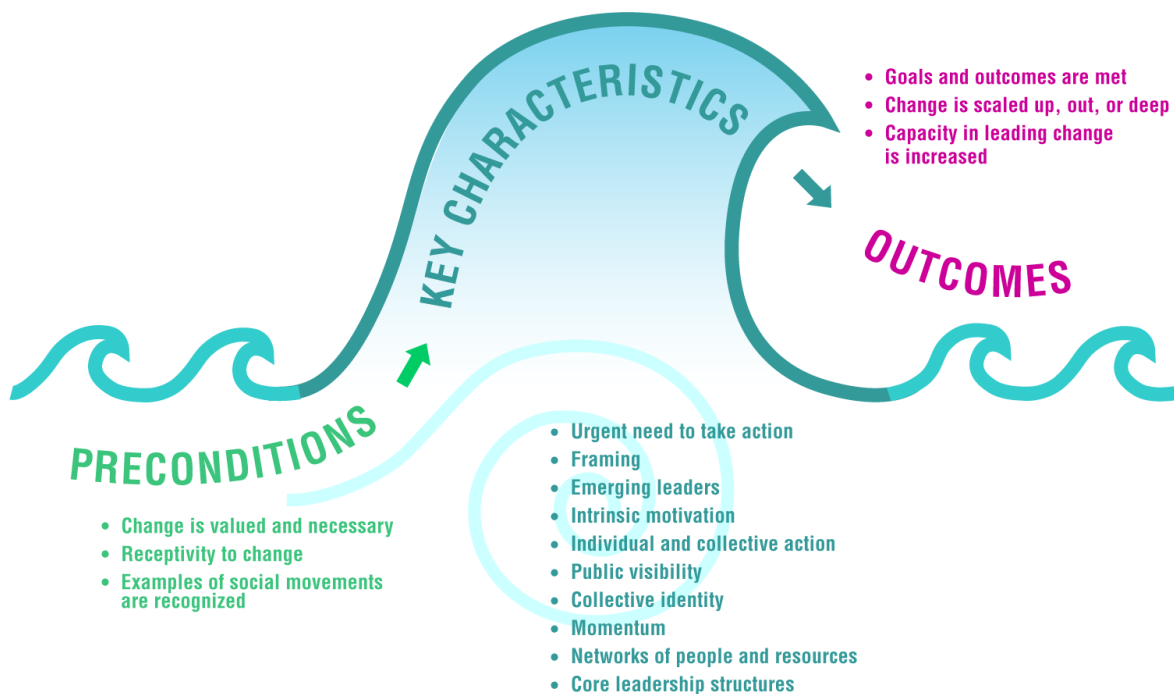## Getting started with the Social Movement Action Framework: A checklist for change agents

New to being a change agent or a member of a change team? Use this quick checklist to implement your change and actively engage staff and other stakeholders by applying the 16 preconditions, key characteristics and outcomes that make up the Social Movement Action (SMA) Framework.

SOCIAL MOVEMENT ACTION FRAMEWORK
FOR KNOWLEDGE UPTAKE AND SUSTAINABILITY

Grinspun, D., Wallace, K., Li, S.A., McNeill, S., & Squires, J. (2020, Spring). Leading change through social movement. *Registered Nurse Journal, 32*(1),15.
Grinspun, D., Wallace, K., Li, S. A., McNeill, S., Squires, J. E., Bujalance, J., … & Zhao, J. (2022). Exploring social movement concepts and actions in a knowledge uptake and sustainability context: A concept analysis. *International Journal of Nursing Sciences, 9*(4), 411-421.

KEY CHARACTERISTICS

OUTCOMES

- Goals and outcomes are met
- Change is scaled up, out, or deep
- Capacity in leading change is increased

PRECONDITIONS

- Change is valued and necessary
- Receptivity to change
- Examples of social movements are recognized

- Urgent need to take action
- Framing
- Emerging leaders
- Intrinsic motivation
- Individual and collective action
- Public visibility
- Collective identity
- Momentum
- Networks of people and resources
- Core leadership structures

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Are the preconditions necessary for change present?*

The three preconditions of the SMA Framework are the events or conditions that must be present for a social movement to occur.

CHANGE IS VALUED OR NECESSARY

❑ Determine whether the change is valued and considered credible.

❑ Assess whether the change aligns with colleagues' and others' values, beliefs and norms and with organizational priorities.

❑ Discuss with colleagues and others whether the change is needed (and needed now!) or if there are other priorities that are timelier or more pressing.

RECEPTIVITY TO CHANGE

❑ Assess whether activism energy for change is present among those who will be engaging in the change.

❑ Determine areas of organizational strength and areas where further attention is needed.

EXAMPLES OF SOCIAL MOVEMENTS ARE RECOGNIZED

❑ Develop an understanding of examples of social movements.

❑ Learn how informal and formal leaders have historically used social movement actions for change within and beyond health-care settings.

Are the key characteristics essential to a social movement present?*

The 10 key characteristics of the SMA Framework confirm whether a social movement for knowledge uptake and sustainability is happening.

URGENT NEED TO TAKE ACTION

- ❑ Define the shared concern or strongly desired change with those who are interested in engaging in the change.

- ❑ Create neutral spaces for discussion with staff and others to further refine the purpose and goals of the change**.**

- ❑ Highlight the opportunity for change.

- ❑ Create a shared purpose by determining the "why".

- ❑ Develop an action plan.

FRAMING

- ❑ Determine the messages that describe or position the shared concern or strongly desired change as meaningful and that will motivate others to get involved and take action.

- ❑ Choose the person or people who will convey the messages.

- ❑ Select data carefully for the audience to support the messaging, but use it sparingly.

- ❑ Find and use images that are compelling and effective to support the messages.

- ❑ Use metaphors, analogies or simple theories familiar to your audience to support understanding of the messages.

- ❑ Apply a tone that promotes the power of collaborative values-driven actions by people to achieve change.

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EMERGING LEADERS

❑ Take opportunities to get involved in the change process in order to practice and develop leadership knowledge and skills.

❑ Support and influence colleagues to become change agents.

❑ Build capacity in navigating resistance to change.

INTRINSIC MOTIVATION

❑ Encourage and welcome persons with lived experience to get involved and join the change initiative, including as members of the change team.

❑ Welcome persons with indirect experience of a shared concern or a strongly desired change because they can act as allies for those who have lived experience.

❑ Choose and describe values shared by many (for example, truthfulness, fairness, confidentiality and privacy) so the change has meaning to others.

❑ Facilitate individuals' valuing of the change by integrating feelings of competence with autonomy and internal locus of control.

❑ Allow staff to determine their level of engagement for themselves.

INDIVIDUAL AND COLLECTIVE ACTION

❑ Coordinate and organize actions to help persons and groups to address the shared concern and achieve change.

❑ Identify and gather both people and material resources for the change.

❑ Provide details to staff and other stakeholders of individual and collective action options to support them as change agents and their active engagement in the change process.

❑ Support change agents remain actively engaged in the change process by providing regular updates on their actions, influence and impact.

❑ Focus on building connections and relationships with change agents.

PUBLIC VISIBILITY

❏ Use photos and videos to strategically build credibility and awareness of the change.

❏ Use existing communication platforms (for example, group emails, huddles and/or social media) to share details about the change – how is progress going? What impacts have you noticed? Who are the change agents involved?

COLLECTIVE IDENTITY

❏ Clarify the role and function of individuals engaged in the social movement in relation to the shared concern.

❏ Encourage champions and peer advocates to name themselves (for example, Falls Champions) and identify and promote their focus and goals to others to promote awareness.

❏ Nurture social relationships through face-to-face interactions, recognition of achievements, and celebrations.

❏ Highlight examples of connectedness and positive experiences among champions and peer advocates.

❏ Encourage champions and peer advocates to spread optimism and positivity about the change.

❏ Develop logos, slogans or other tangible representations of the social movement.

MOMENTUM

❏ Consider implementing strategies to build momentum in your change team such as framing (or reframing) to create messages that promote the meaning of the change and motivate action.

❏ Consider implementing strategies to widen your influence and build a critical mass such as continuing to adopt strategies to attract new champions and leveraging the focus of the social movement with other relevant change initiatives.

NETWORKS OF PEOPLE AND RESOURCES

❏ Engage champions and peer advocates and existing networks to determine if there are shared values and concerns that could support collaborative efforts.

❏ Use communication tools such as intranet, group email or communications boards) to promote and share messages regarding the network.

❏ Determine the goals of the network and the types of social capital needed.

❏ Use meetings to support champions and peer advocates to make connections with people and agencies from external settings or networks.

CORE LEADERSHIP STRUCTURES

❏ Build a group of individuals with a broad range of knowledge and skills.

❏ Establish some degree of power and autonomy to make decisions in areas such as recruitment strategies, framing, and use and deployment of resources to foster leadership and agency from the members of the change team.

❏ Establish a means of communication within the team to share ideas and updates.

❏ Establish documented roles and responsibilities and a code of conduct to support the change team's functioning and manage expectations.

❏ Implement strategies to manage risk and build trust within your change team.

Are the outcomes from the social movement present?*

The three Outcomes of the Social Movement Action Framework are a direct result of the social movement and tell you what you may expect as a result.

GOALS AND OUTCOMES ARE MET

- ❏ Determine the extent to which goals and outcomes have been met at the micro (individual), meso (organizational) and/or macro (system) levels.
- ❏ Decide whether additional actions are needed to achieve these goals.

CHANGE IS SCALED UP, SCALED OUT OR SCALED DEEP

- ❏ Use established or new networks to disseminate the change and promote scaling.
- ❏ Analyze evaluation data to determine effective ways to replicate or spread the change.
- ❏ Engage collaborative partnerships with stakeholders to support scaling, where indicated.
- ❏ Use storytelling and other communication tools to shift norms and values to support scaling deep.

CAPACITY IN LEADING CHANGE IS INCREASED

- ❏ Support champions and peer advocates to continue to lead change as part of their roles.
- ❏ Foster social ties among champions and peer advocates, and bring in their colleagues and workplaces.
- ❏ Recognize champions and peer advocates' knowledge of social movements with their first-hand experiences of leading change.