



The Communication Compass

A guide to facilitate communication between the municipality of Oslo and elderly minorities

The Project Team



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CityStudio Oslo is an interdisciplinary course which asks students “to construct and execute a project relating to municipal strategies and urban challenges in Oslo”.

(www.UiO.no)

Project summary

The Communication Compass was created as a tool for the municipality in terms of reaching out to elderly minorities in the City of Oslo. During this project, the Communication Compass has been tested in two ways:

1. Presentation of the resource person model and - database for several key actors in the city of Oslo. With representatives from the Agency for health and the City districts Alna, Stovner, Søndre Nordstrand and Gamle Oslo.
2. Video interviews with persons who already act as resource persons today, on what is important when communicating with elderly minorities from their culture.

Both the presentation and the interviews indicate that the Communication Compass is a good solution to a complex problem in the city of Oslo.

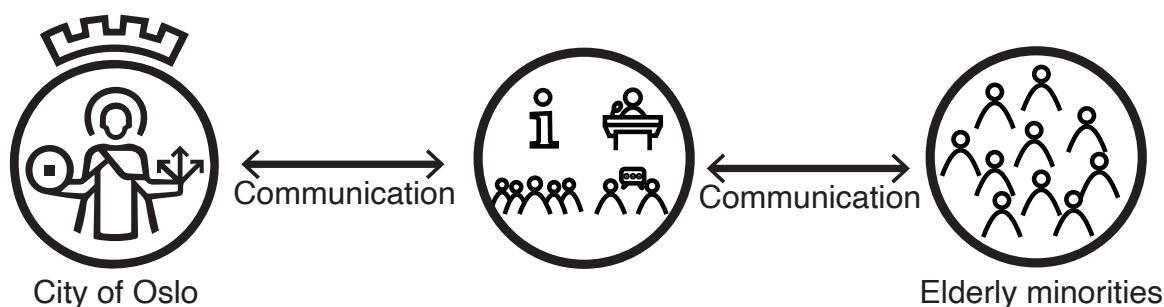
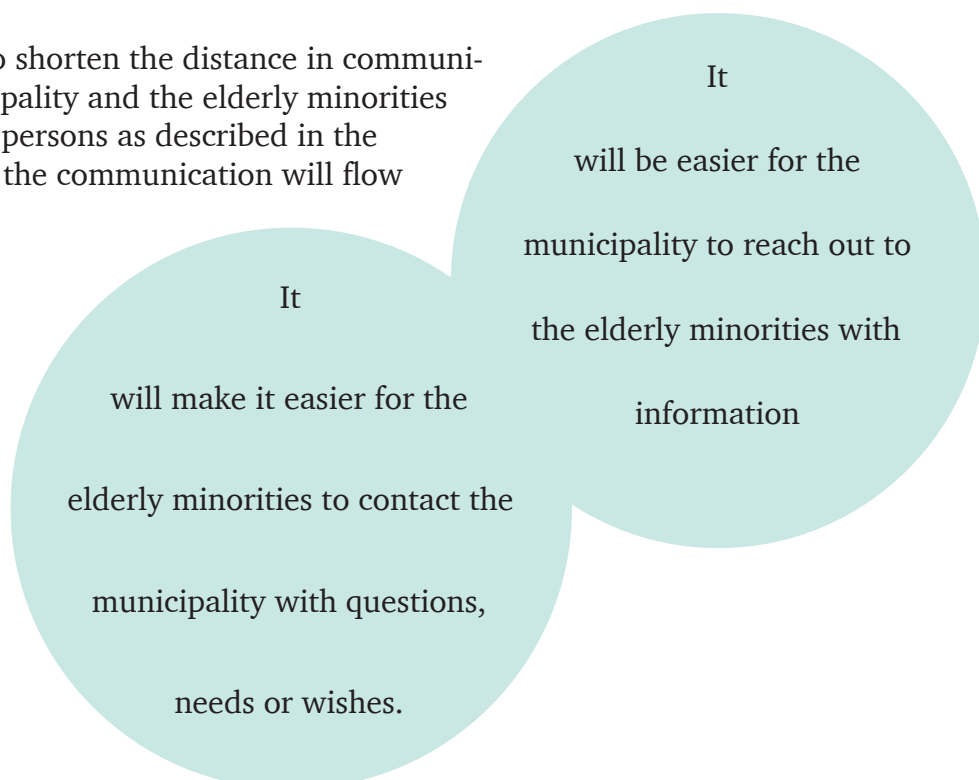


Figure 1: The Communication Compass (Simple model)

The aim of the project is to shorten the distance in communication between the municipality and the elderly minorities in Oslo. By using resource persons as described in the Communication Compass, the communication will flow better in both ways;



Background

Every citizen has the right to live good, healthy lives. The quality reform “A full life, all your life” (Meld.St. 15 2017-2018) and the action plan for an age-friendly city (City of Oslo, 2018), are tools and guides in realizing this for the aging population.

In both the quality reform and the action plan, one of the main tools is participation, and ensuring elderly people that they are continuing to control their own life, and feel useful. Participation ensures that the elderly can have a say in what is important for them in their old age, so that the city can provide for them what they actually want and need. In the participation processes for the action plan for an age-friendly city, the city of Oslo has had difficulties getting answers from minority groups – especially immigrants from non-western countries, such as Pakistan, Somalia, India, Vietnam etc. This challenge was identified by Monica Enge Eriksen, during a dialogue at CityStudio Oslo (Eriksen, M, 2021). The City of Oslo wants to connect with the elderly minorities to include them in the development of the age-friendly city.

The action plan for age-friendly-city also states that the development of a more age-friendly city will take place through the following six focus areas across sectors in Oslo municipality; participation in society, transport, housing, outdoor areas and physical activity, communication and participation, and health and care services (City of Oslo, 2018).

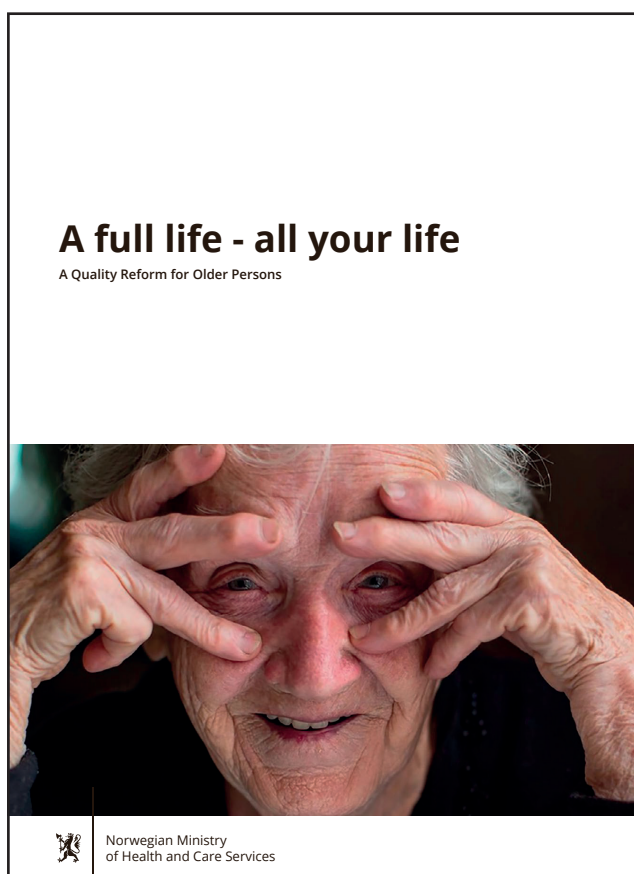


Figure 2: A full life - all your life

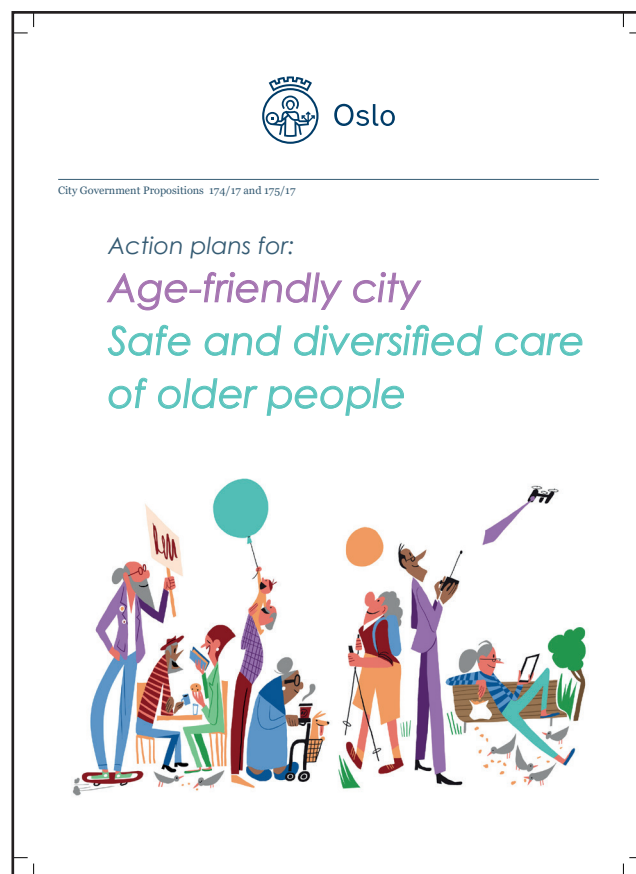


Figure 3: Action plans for Age-friendly city

The importance of social infrastructure

Infrastructure has emerged as a central focus in social and urban theory. Within the social sciences, expanding the scope of what counts as infrastructural has been a crucial part of the work on infrastructure, and the concept of social infrastructure is a part of this extension (Latham and Layton, 2019). Social infrastructure can refer to the network of spaces, facilities, institutions, and groups that create affordances for social connections, including public institutions, community organizations and commercial establishments (Klinenberg, 2018).

Social infrastructure are spaces where people can socialize and make connections with others, and spaces where people encounter strangers. These spaces are necessary because of their consequences for society, politics, health and well-being (Latham and Layton, 2019).

Because they are so necessary, it is important that they are accessible for all; regardless of age, race, class, sexuality, or gender, they are important components of how public the infrastructure is. Information about social arenas should also be accessible and facilitated for all. This is especially important because the number of elderly immigrants are increasing in Norway, and their participation in civic activities is recognized to be crucial to their health and wellbeing (Gele & Harsløf, 2012). The study by Gele and Harsløf shows that elderly African immigrants in Norway experience barriers to participate in civic activities. These barriers include poor health conditions, lack of information about relevant organizations, language difficulties and distrust towards organizations. (ibid)

This problem is not limited to the City of Oslo. Monica Enge Eriksen has stated that other municipalities in Norway experience this too, and that they are waiting for Oslo to find a good solution to the problem (Eriksen, M. 2021).

The inspiration for the Communication Compass

The Ambassador Project is a communication project that took place in march 2020. The project's goal was to spread information about Covid-19 to the Somali population, to help stop the spread of infection in the Somali community in the city district Gamle Oslo, and share experiences with other districts. To get in contact with the specific target group, The Ambassador Project used ambassadors as a communication channel. The ambassadors were trusted people that belong to the target group themselves. The Ambassador Project was successful and reached out to many people in the target group that would not have been reached out to otherwise.

The Role model and Door opener roles were inspired by conversations with Mari-Anne S. Daae and Aina Westby on how their daily practice looks like at Furuset senior center.

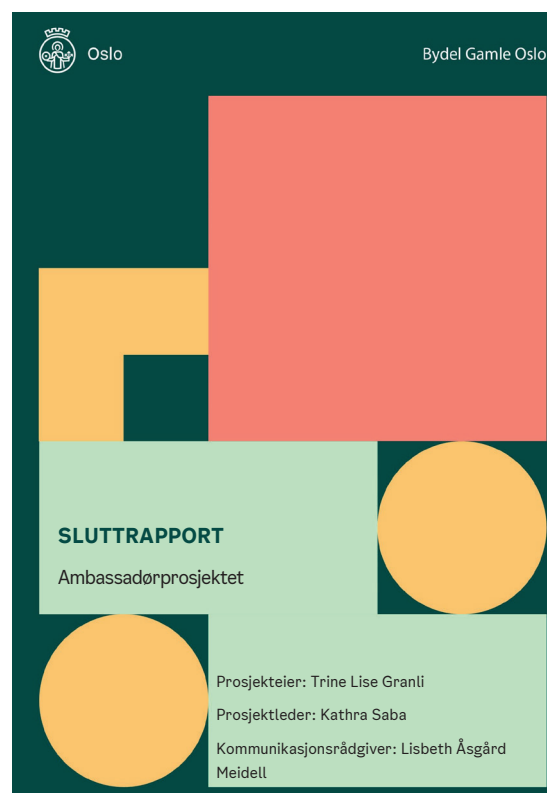


Figure 4: The Ambassador project

The Communication Compass

The Communication Compass is a tool for the City of Oslo to reach out to elderly minorities. It is based on the use of resource persons as a link between the municipality and the different target groups, where the resource persons act both as:

- Sparring partners with the municipality to adapt the form of communication and channels to the target audience.
- A reliable network connection to disseminate information.

The resource persons can be utilized on many levels of communication within the municipality. For example translating and spreading messages from the municipality to the entire population, or being a middle person between the city district senior adviser and a single elderly inhabitant.

The Model

The model in the Communication Compass is based on the organization of “The Ambassador Project” (2020) and from “best practice” at different senior centers.

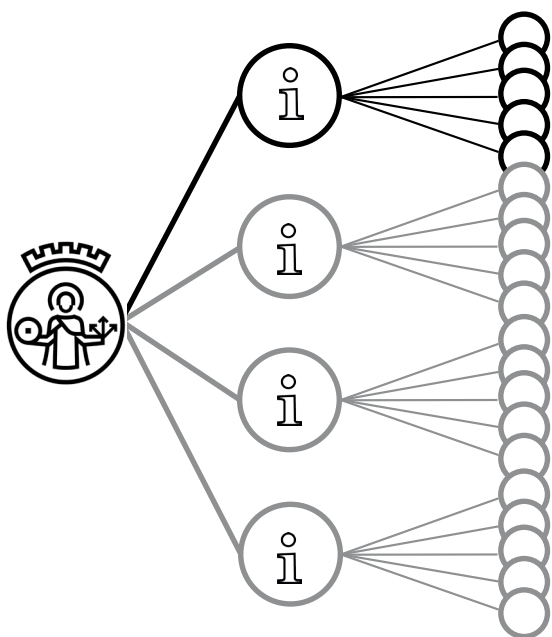


Figure 5: The Ambassador project(2020)

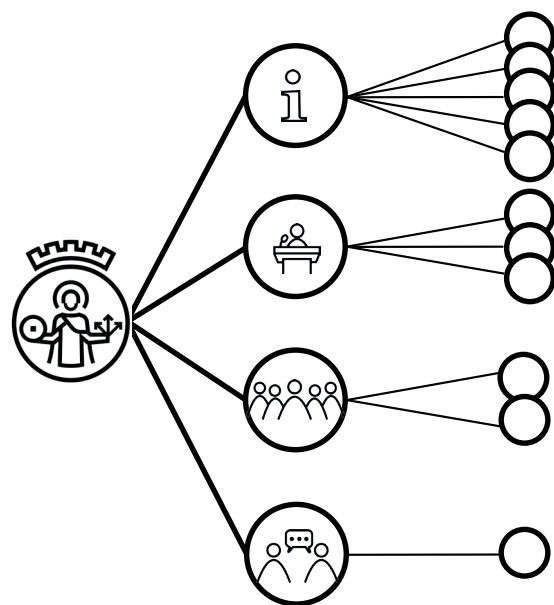


Figure 6: The Communication Compass(2021-)

in Figure 5 you can see a model of the flow of information in the ambassador project. That is, how the information went from the municipality, via the ambassadors and to the target group. The ambassador project focused on one way information and therefore only used one type of resource person – which they called ambassadors.

The difference between the two projects is that the Communication compass also depends on information returning to the municipality. Therefore The Communication Compass had to be a more comprehensive model, with different types of resource persons to match the need for various types of information and - communication (see figure 6). A necessary modification to take the model from a tool to spread information and expand it into a social mobility project.

The Resource Persons

Trust and status within the target group and enthusiasm for the task are crucial criteria for a resource person. It is also important that they are well established in both Norwegian culture and target group culture. This can be ensured through interviews and background checks. When one finds a resource person, these tend to lead you to new, potential candidates.

One of the roles in the Communication Compass, is the same as in the Ambassador Project, namely ambassadors. In this model, however, there are also role models, door openers and contact persons. They are sorted by the size of the target group they reach. The roles are described in Table 1.

A resource person can take on different roles, depending on what is to be communicated and how they relate to the target group.





Roles	Level	Key characteristics	Type of Communication	Type of Information
Ambassador 	Overarching /National	Professional knowledge Authority	Video Social Media "non-direct"	General information which can be saved in an archive and used for most people, like: <ul style="list-style-type: none"> • Rights (like GP/right to health-care) • About "A full life - all your life" • Ruters Aldersvennlig transport (age friendly transport)
Role model 	Overarching /National	Recognized and respected in the target group ("Celebrity")	Lectures/speeches Attraction for events	Talk about topics they're known for/related to "General information" if it's something their "known for/related to" Larger, social events
Door opener 	Local	Engaged/committed Trustworthy Recognized and respected in the target group ("Local Celebrity")	Direct communication with groups	Smaller, social events Local offerings
Contact Person 	Local	Good "social-skills" Calming and trustworthy	One-on-one contact	Personal information/guidance "Someone to talk to"

Table 1: Resource persons role description

The Database

In the long run, the intention is to create a database where one can register new- and search for already established resource persons.

The database will be built up by profiles that consist of searchable elements such as nationality, language(s) and associated groups. Through a search engine one can filter the resource persons, and find one that fits the target group you want to communicate with.

If this database is implemented and managed by the municipality, the resource persons profiles would be available, also for those who have not recruited them. In this way one can utilize each other's knowledge and resources, and fulfill each other's needs across city districts.

The impact of the Communication Compass

Oslo will be different if they'll start using The Communication Compass, because it can ease some of the barriers between the City of Oslo and the elderly immigrants; language-issues, lack of trust and lack of information. By easing the barriers, it will make it easier for the municipality to get in contact with, and engage different groups of elderly minorities.

By digitizing and bringing all the information about different resource persons to one place, it will make it easier for everyone working with elderly in the municipality. Instead of each senior center having some resource persons, they will now add them all to the database. Then all the senior centers in the different city districts can find and use the one resource person most fitted for their challenges or wishes.

By using the different types of resource persons, the municipality can take advantage of the resource person's established connections and gain understanding of a specific target group. The municipality can potentially also build up trust in multiple groups, depending on their interaction with the resource person. This means that the elderly immigrants don't need to trust the authorities directly, as long as they feel they can trust the resource person.

When the elderly minorities can be reached, they can be invited to events that can be of interest, resulting in that they'll feel more as a part of society. By being included, they now have the possibility to live happier, healthier lives and have the possibility to be more engaged in society.

Risk analysis

The database and GDPR

One of the key elements with The Communication Compass is to build a strong database over time. The reason being that all the resource persons' sensitive information needs secure storage in a server. To ensure that GDPR-standards are met it is required to cooperate with data scientists within the municipality. A proposal is to limit the access to the database to only key persons within the municipality, such as senior home administrators.

City Studio - 5S's

S1

Staff & City
Strategy

Monica Enge Eriksen is the main city contact for this project. She is a special adviser at the City Council Department for Elderly, Health and Municipal Services (HEI).

Together we are addressing problems in the communication towards elderly minorities regarding the municipal action plan for age-friendly city.

These are the departments and divisions in the City of Oslo that are already connected to this project:

The City Council Department for Health, Ageing and Municipal Services

The Health Agency (the city of Oslo's specialist department in the health area)

The City District of Gamle Oslo and - Alna

Potential connections:

The Department of Health and Care Services in Norway made the quality reform "A full life - all your life", which is now being followed up in the municipalities. The goal is for all older people to receive better help and support to master life.

Oslo Origo is the municipality's own digitalisation agency. They work to make the life of Oslo's citizens easier and better through developing personal, accurate and proactive digital citizen services.

S2

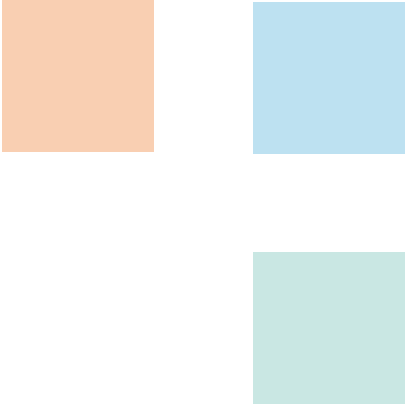
Support and
resources

The main resources and materials used in the project have only been paper and printer for the brochures, camera equipment, and Adobe licenses. There has been no expenses because the materials and resources were either free or already paid for.

S3

Sites in Oslo

Grønland Senior Center and Furuset Senior Center were used as locations for piloting the project. These senior centres will find The Communication Compass useful, because they have a high proportion of elderly minorities that visit them.



S4

Stewardship
& Stakeholders

The future of the Communication Compass will be decided after CSO 2021 is over. Hopefully, it will be decided already in the meeting with the city council department for Health, Ageing and Municipal Services (HEI) on December 15th or at a meeting with the KS-regions in January.

The database is meant for all city staff to use. Everyone can contribute by adding their current contacts that fit the description of resource persons. It is also possible for any stakeholder to use the principles described in the Communication Compass, without the database. With the brochure for city staff, it will be easy to contact the future owner of The Communication Compass, even if the database is not established.

The Communication Compass is both scalable and transferable - almost to the indefinite. It is scalable in the sense that it can be organized from a higher level, county - or national level, or a lower level - such as a single senior center or city district. The Communication Compass was created for the City of Oslo, but there are many other municipalities in Norway who might adopt the model as well. This is why it is being presented at a KS-region meeting in January.

S5

Scalability

The potential future costs and funding has not been evaluated in detail, as it depends on the municipality's own personnel resources. In this project, it has not been considered if resource persons should be paid or if they should volunteer.

Project outcome

Final project form

The final project consisted of several elements. The model is a theoretical outcome element that has been presented through several meetings with stakeholders. In these meetings, the stakeholders has been very positive. The (future) database is also a theoretical outcome element, because this has not been tested.

As to the more practical outcome elements is the brochure for city staff, which contains a brief description on what The Communication Compass is and how to use it and the ambassador videos with different resource persons that was to convey the need for this type of tool to the municipality.

Did it work?

If the Communication Compass fulfills its purpose, only time can tell. But what has made a big difference in its potential, going from a theoretical model, and into the real world, is the ambassador videos. In the videos, the resource persons clearly state the need for a measure such as this.

Approaches described for three out of the four different roles of resource persons are being used today. They use contact persons and door openers at Furuset Senior centre and the ambassador role is well documented in The Ambassador Project.

Recomendations

Since The Communication Compass by now is just a model and a guide on how to communicate with elderly minorities, the next step will be to build the actual database. The municipality has to evaluate their own needs and wishes in building the database and its user-interface.

Then the municipality have to implement it, by showing it can make a difference and then learn them how to use the communications compass final user-interface.

Process

Methods

Research and literature:

It has been important to find relevant reports and literature, to get a better understanding of the existing problems. By doing research one can find information on different measures that's been tested and their success rate.

The result was valuable insight in some of the reasons why it's hard to establish good communication, and why it's important to establish the communication between the City of Oslo and elderly minorities.

Design thinking through user interviews:

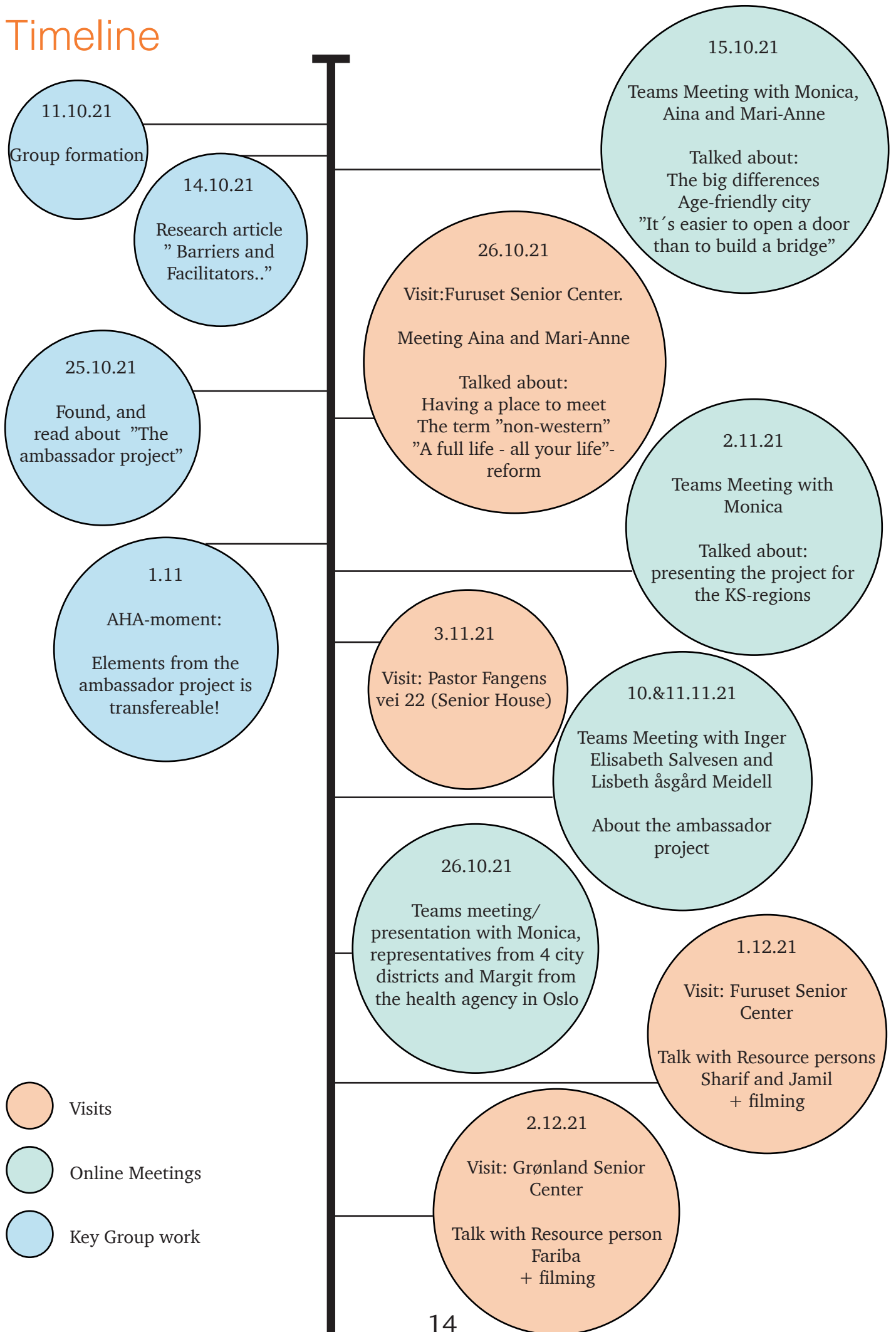
By trying to understand the users and their point of view one will be able to make something their more open for and that has a higher chance of actually fixing their current problems.

Aina Westby (the Senior adviser, City District Alna) and Lisbeth Åsgård Meidell (Initiator for The Ambassador Project) gave good inputs on what they needed, and how things are done there.

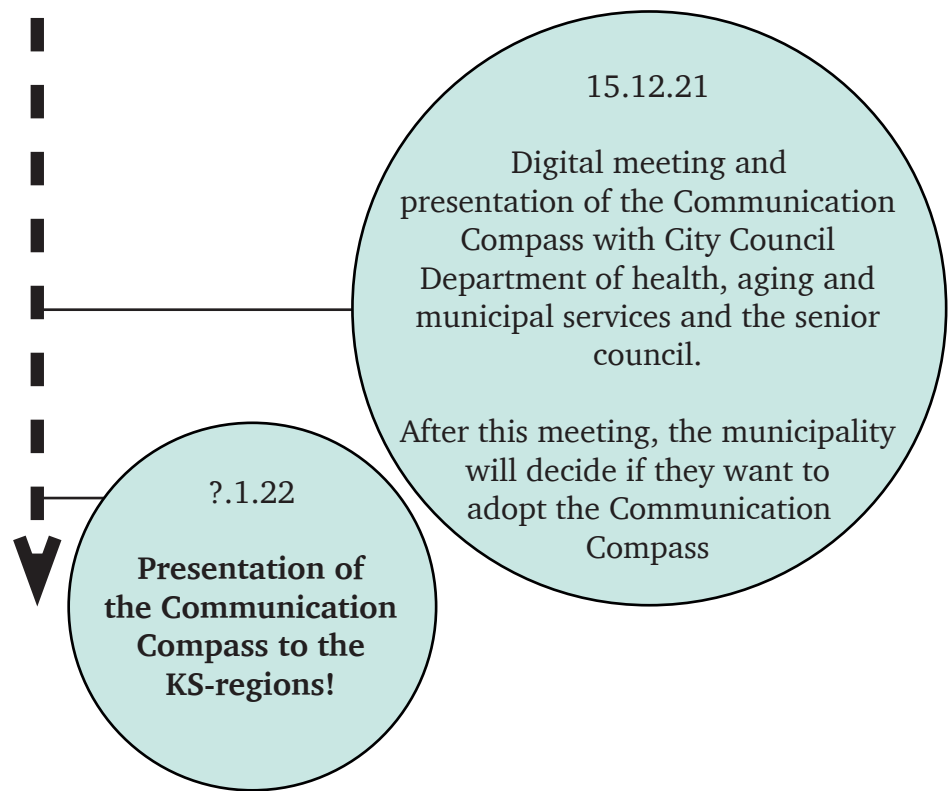
Field observations:

By visiting different sites relevant for the project, one can get a greater understanding of the problem in practice, and see new possibilities. A visit at Pastor Fangens vei 22 senior house showed that if the municipality opens for "non traditional" approaches for solutions it can make very good results

Timeline



What happens next?



Project barriers

Some of the city staff were hard to reach and the group therefore spent a lot of time waiting for meetings. This was a bit difficult to do anything about, so it went its course and pushed the project closer to deadline.

The term “non western” was difficult to handle. - But since The Communication Compass specifies that one should utilize resource persons in connection to the target group, it can, in theory, work on every nationality. The group therefore decided, together with the City Contact Monica, to change the term to “minorities”.

Disciplinary backgrounds

Being students from four different disciplines, a great repertoire of different skills, knowledge and experiences were brought into The Communication Compass.

The group collectively had some knowledge about different social theories, about public participation and about how the municipality works, which would help on different stages of the making of The Communication Compass.

With someone having experience with group projects and others having a lot of practice from previous project works, meant that the group were able to plan time more efficiently.

Having experience with presentations and writing longer assignments has been practical in the latter stages of working with The Communication Compass.

Some had experiences and skills using different Adobe software, like InDesign and Illustrator. Together with sketches, these skills resulted in a lot of graphic material. The different graphics helped a lot to convey information, like diagrams and other visual elements, in a fun and easily digestible way. This was really practical when the group had meetings with City Staff, since they often had a very limited amount of time.

In retrospect

How would you do things differently, in retrospect?

In retrospect, the launch of the pilot should have been at an earlier stage. If the brochure had been initiated when it first came up, then it could have been done in time for a pilot as well.

One thing that this process has shown is that you don't always have to come up with a new solution. Sometimes it is enough to look at what has worked before, and put it into a system.

Acknowledgements

Many have contributed with feedback and inspired the solutions in this project. These are some of the biggest contributors.

Aina Westby

Senior adviser, City District Alna

aina.westby@bal.oslo.kommune.no

Helped with feedback, and inviting and facilitating for the group to try out the test project at Furuset.

Mari-Anne stømner Daae

General Manager, Furuset senior center

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Helped with inviting and facilitating for the group to try out the test project at Furuset.

Monica Enge Eriksen

Special Adviser at the City Council
Department of health, aging and municipal services (HEI)

monica.eriksen@byr.oslo.kommune.no

The main city contact for this project. Helped with getting in contact with the ones working on Furuset Seniorsenter, planning out the pilot project. setting up meetings with stakeholders and has given feedback on both project and process from the start.

Lisbeth Åsgård Meidell

Communication adviser in City District Gamle Oslo and initiator for The Ambassador Project

Helped with sharing experiences and knowledge about The Ambassador Project which was useful when developing the model of The Communication Compass.

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Appendix

Brochure

Video consent contract template

Icons

Hva skjer fremover?

Dette prosjektet ble utarbeidet av studenter på CityStudio Oslo 2021. Prosjektet overtas av Oslo kommune den 15.12.21. Dersom du synes prosjektet virker interessant og enten ønsker å bidra, eller vil vite mer kan du ta kontakt med:

xxx xxxxx, (tilhørighet)

Epost: xxx@xxx

En spesiell takk til Aina Westby (Seniorveileder i bydel Alna), Mari-Anne Stømner Daae (Daglig leder Furuset Seniorsenter) og Lisbet Åsgård Meidell (Kommunikasjonsrådgiver i bydel Gamle Oslo og initiativtaker for Ambassadørprosjektet), for gode innspill.

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Elderly Minorities



City of Oslo

Kommunikasjonskompasset

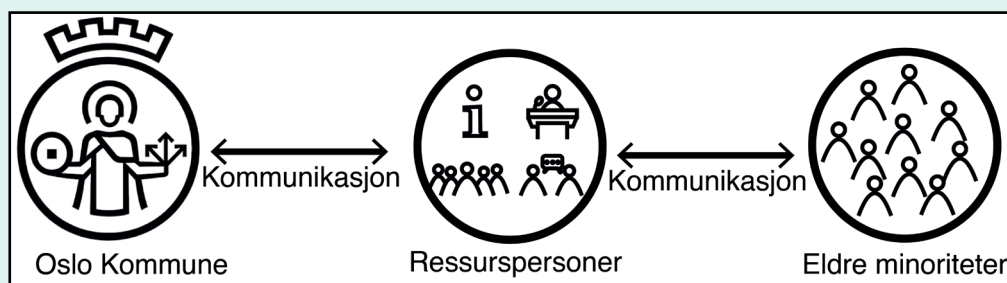
Om hvordan Oslo kommune kan bruke ressurspersoner for å nå ut til eldre minoriteter

Hva er Kommunikasjonskompasset?

Kommunikasjonskompasset er et verktøy for Oslo kommune for å nå ut til eldre minoriteter. Denne kommunikasjonen er basert på bruk av ressurspersoner som et bindeledd mellom kommunen og målgruppene.

Ressurspersonene fungerer som:

- Sparringspartner med kommunen for å tilpasse kommunikasjonsform og -kanaler til målgruppen.
- En pålitelig nettverkskobling for å spre informasjon.



Hvordan finner man ressurspersoner?

Det trenger ikke være vanskelig å finne ressurspersoner. De kan være alt fra den lokale legen til et familie-medlem eller venner, kjendiser eller bare en nabo. Gode steder å starte letingen er i lokale organisasjoner, som Rabea Movement Norway, Bydelsmødrene, Frivillighetssentralen eller Mennesker i fokus i Oslo.

Tillit og status innen målgruppen samt at kandidaten viser entusiasme for oppgaven er avgjørende for valg av ressursperson. Det er viktig at alle ressurspersoner er godt etablert i både den norske - og målgruppens kultur. Et viktig element er at må bidra til å

bygge tillitt. Det er også viktig at de har kapasitet, nødvendig kulturforståelse og kunnskap om målgruppen. Dette kan sikres gjennom intervjuer og bakgrunnsundersøkelser.

Når man finner en ressursperson, har disse en tendens til å lede deg til nye, potensielle kandidater. Én ressursperson kan fungere i ulike roller, ut ifra hva som skal formidles og målgruppens behov.

På sikt er intensjonen å opprette en database hvor man kan registrere og søke på allerede etablerte ressurspersoner.

Hva kan man bruke ressurspersonene til?

Før man setter i gang bør man tenke gjennom hva slags informasjon man ønsker å dele. Er det informasjon som trengs å spres? Eller er det noe man vil ha tilbakemeldinger på?

Er informasjonen på et overordnet nivå, som Ruter aldersvennlig transport ("Rosa busser"), eller mer på lokalt plan, som et treningstilbud hver tirsdag på seniorsenteret?

For seniorveiledere i kommunen er dette en mulighet til å formidle informasjon og tilbud om for eksempel fysisk aktivitet, ernæring, trygghet og sikkerhet og sosiale nettverk.

Alt dette er med å avgjøre hva slags fremgangsmåte og ressursperson man burde bruke. Her er en kort oversikt over de ulike rollene en ressursperson kan ha.

Fagkunnskap, Autoritet : N
Video, på målgruppens språk : K
Generell/viktig informasjon : I



Ambassadør

N : "kjendis"
K : Foredrag, være trekkplaster
I : Snakke om seg selv



Rollemodell

Døråpner



Kontaktperson



Engasjement, "lokalkjendis" : N
Direkte, med egne grupper : K
Praktisk info, tilbud om aktiviteter : I

N : Beroligende, tryggende
K : kontakt en-til-en.
I : Veiledning, noen å snakke med

N: Nøkkelegenskaper K: Type kommunikasjon I: Type informasjon

Samtykke til foto, video eller lydopptak



Formål: foto video lydopptak

Opptakene skal brukes i en informasjonsvideo. Video/bilder lagres på lokal harddisk.

Hvor det skal publiseres

Video/bilder skal benyttes i ulike fora i forbindelse med presentasjon av prosjektet «Kommunikasjonskompasset».

Disse kanalene vil bli brukt:

- UiO, NMBU og OsloMet sine nettsider
- Oslo Kommune sine nettsteder og virksomheter
- Presentasjoner for andre aktuelle aktører

Du har til enhver tid rett til innsyn i materialet som er samlet inn, og har rett til å trekke tilbake samtykke. Vi gjør oppmerksom på at dersom samtykke trekkes tilbake etter offentliggjøring, vil materialet bli fjernet, men kan allikevel ha blitt sett av flere før det fjernes. Se kontakt-informasjon under ved spørsmål eller tilbaketrekking av samtykke.

Dersom Oslo kommune ikke har grunnlag for videre behandling (her: bruk og lagring) av bilde/video/lyd vil materialet bli slettet. Datamaterialet vil bli lagret internt og kan bli benyttet av alle virksomheter i Oslo kommune.

Behandlingsansvarlig

Oslo kommune ved Byrådsavdelingen for helse-, eldre- og innbyggertjenester

Spørsmål om materialet eller samtykket rettes til *Monica Enge Eriksen*,

på telefon 994 83 241 eller e-post monica.eriksen@byr.oslo.kommune.no

Jeg samtykker til at Oslo kommune kan bruke materialet av meg som beskrevet og er kjent med at samtykket når som helst kan trekkes tilbake.

Navn: _____

E-post: _____

Telefon: _____

Dato og sted: _____

Signatur: _____

Logos/Icons

