POLICY, SYSTEMS, AND ENVIRONMENTAL CHANGE RESOURCE GUIDE

American Cancer Society®

Comprehensive Cancer Control
Collaborating to Conquer Cancer

PURPOSE OF THE GUIDE

The Policy, Systems and Environmental Change (PSE) Resource Guide is the result of several years of collaboration between the Comprehensive Cancer Control National Partners and select CCC Program PSE demonstration projects. While working together, additional resources were identified to support various phases of the PSE process. The purpose of the Resource Guide is to provide models and tools to assist you with planning and implementing your PSE agenda.

ABOUT THE COMPREHENSIVE CANCER CONTROL NATIONAL PARTNERSHIP

The Comprehensive Cancer Control (CCC) National Partnership is an influential group of organizations that use their strengths within the cancer community to change the course of the cancer burden in the U.S. Sixteen leading cancer organizations have joined together to facilitate and maintain CCC coalitions. These coalitions develop and sustain implementation of CCC plans at the state, tribe, territory, U.S. Pacific Island Jurisdiction, and local levels. CCC coalitions are change agents and have a strong affect on important cancer challenges facing the U.S. today.

If you would like more information, please visit the CCC National Partnership website at http://cccnationalpartners.org/.

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GUIDE OVERVIEW

Welcome to this health resource guide, which has been put together to give you an overview of the policy, systems, and environmental change approach for creating healthier communities. It's known as the PSE approach for short. Take a look at the topics below to find out what you'll learn about in this guide:

Using a PSE Approach

Understanding PSE Change

- **What is PSE change?**
- **What are the advantages of this approach?**

Implementing a PSE Framework

- **What are the key resources, activities, and outcomes of the PSE approach?**
- **What elements are necessary to implement the PSE model?**
- **How are communities incorporating PSE change into their health programs?**

Building Strategic Capacity

Organizing a PSE Task Force

- **How do we organize a PSE task force?**
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Developing a Policy Agenda

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Section I

Understanding PSE Change

INTRODUCTION

Let's start by giving you a little background information. In the past, public health interventions promoted changes to the behavior of individuals. The idea behind this was that if people know what is healthy, they will make healthier lifestyle choices. Critics of this approach think that focusing on lifestyle interventions puts too much emphasis on individual behavior without looking at the impact of social influences on health.

We've since learned that healthy living is about more than just personal choices, and that a variety of factors influence health behaviors.

For example, if a person chooses not to smoke, it doesn't automatically mean their health will be good; indoor environments must also be smoke-free to eliminate exposure to cigarette smoke. Clearly then, health is about more than "individual-level" factors.

With this in mind, a new socio-ecological model of population health proposes that "systems-level" factors affect individual and community health. What this means is that interpersonal dynamics as well as organizational, community, and public policies are very important in determining the behaviors of individuals and their exposures to risk (IOM, 2002).

According to the Institute of Medicine of the National Academies (IOM), "It is unreasonable to expect that people will change their behavior easily when so many forces in the social, cultural, and physical environment conspire against such change." (IOM, 2003)

The National Expert Panel on Community Health Promotion was convened by the Centers for Disease Control and Prevention (CDC) in 2007. Based on the findings of the 2003 IOM Report, the panel recommended a renewed emphasis on interventions that address the social, family, and community networks. This means living and working conditions, as well as broad social, economic, cultural, health, and environmental conditions (Liburd and Sniezek, 2007).

This marked the beginning of the Policy, Systems, and Environmental (PSE) change approach.

WHAT IS PSE CHANGE?

Now that you know how the PSE change approach started, let's take a closer look at what it is. Your experience has probably already shown you how systematic intervention can produce long-term and sustainable improvements in population health. This can be achieved by new public policies, organizational practice changes, and improvements in the psycho-social and built environments. PSE change supports the improved health and well-being of individuals and families through a comprehensive and practical approach. This means that it's effective in organizations, schools, and health-care systems. What's more, PSE change can be used as a way to leverage community, legislative, and organizational action to bring about positive change in our physical environment.

Successful PSE strategies are evidence-based, multi-sector community collaborations that create changes to make healthier lifestyle choices an easy and feasible option for every member of the community.

To some extent, PSE change relies on changes to individual behavior. It also creates an environment that encourages specific individual behaviors to achieve healthy outcomes.

Let's look at some examples of what PSE change does. To start with, it can encourage individuals to select healthier foods and increase access to health screening. Within bike- and walk-friendly communities, it can also support access to physical activity.

Along with encouraging healthy choices, PSE change can discourage unhealthy ones by restricting public smoking and promoting low-sugar or unsweetened snacks in vending machines in schools and workplaces.

To achieve faster change and create healthier communities, an IOM committee (IOM, 2005) recommended that we:

- Empower communities and neighborhoods.
- Change the environment.
- Forge strategic partnerships.
- Educate stakeholders.
- Identify leaders and build on cultural assets.
- Collect and share local data.
- Evaluate programs and interventions.
- Transfer successful interventions to other communities.

Engagement in these activities is crucial to the success of any PSE change program. Addressing the root causes of chronic diseases and related risk factors fosters sustainable change and reduces the burden of chronic disease.

By adjusting an individual's environment, PSE change can lead to modifications in their behavior that are permanent and beneficial.

Setting	Traditional Approach	PSE Approach
School	Teach a unit on healthy nutrition.	Provide fruits and vegetables on the lunch menu.
Workplace	Offer health screenings once a year.	Provide access to a gym on site, and offer free fitness classes for employees.
Community	Organize annual races or walks to raise awareness of diseases.	Increase the community's access to green space and public transport; create walking and biking paths.

WHAT ARE THE BENEFITS OF THIS APPROACH?

There are many advantages of a PSE approach to health interventions. Unlike behavioral change programs, which target individual change, a PSE approach has an impact on population health. It's a long-term approach that's designed to make a sustained improvement in community health.
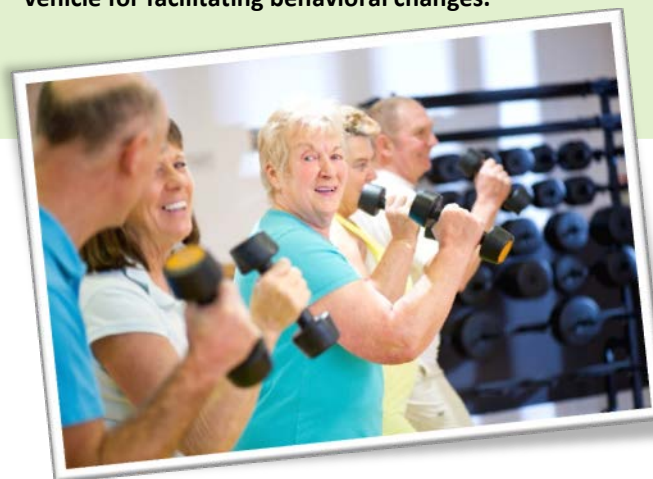
A PSE approach that builds on the cultural and social assets of the community has a greater chance of success, and because of this, community engagement is essential. In turn, engagement empowers communities to take part in the process and advocate for their own health. It also fosters strategic public-private partnerships to improve the health of the community.

Community engagement, or community mobilization, is defined as working collaboratively with and through groups of people that are united in some way. It might be by geographic proximity, special interests, or similar situations to address issues that affect the well-being of that group of people.

During the last two decades, researchers have determined that community involvement affects not only the incidence of illness, but long-term health improvements as well. Systematic changes that occur at multiple levels in a community support more consistent long-term health improvements. The disease prevention and health promotion communities now use community engagement practices as a key tool for program planning (Association of Ontario Health Centres, 2006; Morgan & Lifshay, 2006).

Community engagement is a powerful partnership vehicle for facilitating behavioral changes.

Community engagement also helps to identify community leaders who can offer a hand in overcoming cultural and social barriers to successful PSE implementation. This is important in making it possible for communities to create or adapt successful interventions to meet their own needs. Public health interventions usually involve large-scale changes that address the needs and the preferences of large, and often diverse, groups of people. At the same time, political or media pressures and other factors can dilute how effective these actions are. This may lead to inefficient or ineffective programs, loss of valuable resources, and compromised health impacts. PSE is evidence-based, public health decision making. It combines scientifically supported interventions with what the community prefers to improve the health of the population. Community engagement in the assessment and decision-making phases is a major ingredient of this approach. The program planning framework is based on health behavior theory, and interventions come from peer-reviewed evidence. The success of any PSE approach hinges on evaluating and sharing these findings with the stakeholders for continued program improvement and support.

Section II

Implementing a PSE Framework

WHAT ARE THE KEY RESOURCES, ACTIVITIES, AND OUTCOMES OF THE PSE APPROACH?

Before you learn about the practical aspects of putting a PSE approach into action, let's briefly cover some theory. The diagram below shows a conceptual framework that was developed by the CDC after a thorough environmental scan. It covers PSE interventions to reduce the cancer burden. This theoretical and evidence-based model is based on one developed earlier by the CDC's Office of Smoking and Health (OSH) along with peer-reviewed literature on coalition and policy development.
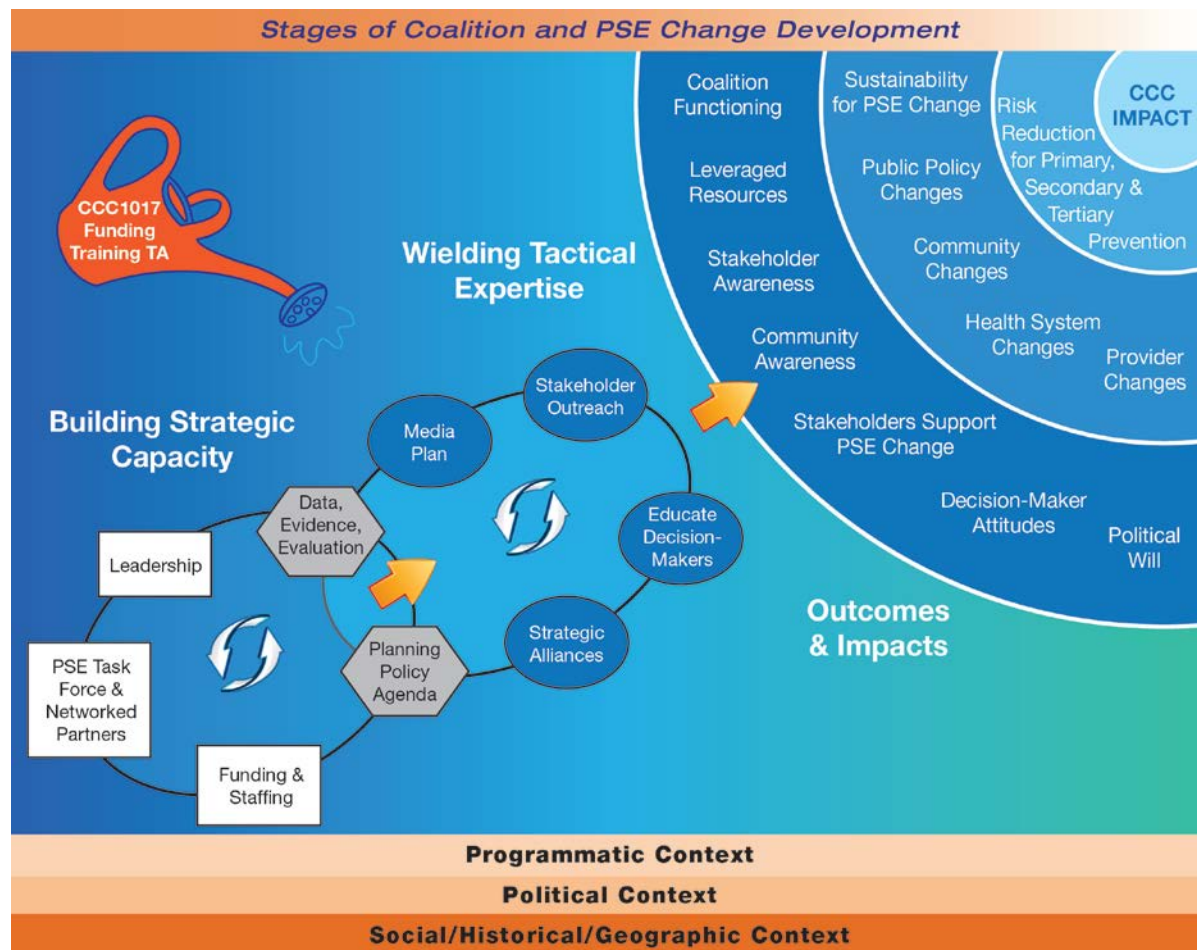
Figure 1. Centers for Disease Control and Prevention

The model emphasizes the role of partnerships in Comprehensive Cancer Control programs to achieve PSE change strategies. These are based on cancer-plan goals, with a specific focus on cancers with the highest burden. The model also identifies key elements that operate within the political, social, historical, geographic, and programmatic context of national comprehensive cancer control programs.

These include:

- Resources to put chosen PSE activities into action. One example is funding to recruit and retain staff with expertise in PSE. Other examples of resources are technical assistance, guidance, and trainings provided by CDC and national partners.
- Capacity to develop infrastructure for PSE interventions.
- Capacity to carry out strategies for PSE change.
- Capacity to measure and evaluate PSE change-related outputs and outcomes.

The PSE model focuses on supporting and strengthening the program capacity through strategic alliances. Effective PSE coordination includes members from organizations that are in a strategic position to put cancer control activities into practice. Representation from diverse population subgroups, non-health organizations, and other chronic disease programs are built in as well. A PSE committee or task force can educate and inform key stakeholders about the impact of evidence-based policy, environmental approaches, and community-clinical linkages. They can also help to develop and implement an effective media plan. All of these activities are essential to the success of any PSE change program.

WHAT IS NECESSARY TO IMPLEMENT THE PSE MODEL?

To implement the PSE model, you'll need to:

Build partners	Successful partnerships are critical to the success of any PSE change program.
Perform environmental scans	Programs may use environmental scans to identify priority health issues and related activities.
Address priority areas	Programs may assess and review options for addressing priority areas.
Assess feasibility of interventions	Programs may use feasibility studies to assess interventions, keeping in mind the political, programmatic, and social landscape.
Promote awareness	It is important to promote and support PSE approaches.
Engage community	Community engagement and community buy-in help to identify champions of program initiatives.
Communicate/educate	Media can be an effective way to communicate with stakeholders and educate them about issues related to policy.
Measure your success	Programs should have an established plan to measure the difference that PSE change has made in the community.

How are communities incorporating PSE change into their health programs?

After recognizing the benefits of PSE change strategies, communities across the country are implementing a wide range of health-related policy changes. These include changes affecting physical activity, nutrition, tobacco use, and cancer screening. Let's look at some examples:

EXAMPLE ONE	Several school districts are addressing the rising obesity crisis among their student population. To do this, many are improving the nutritional quality of their school lunches through the Farm to School program. This type of program directs nutrition services departments to increase the purchase of fresh and locally grown produce to use in school lunches (policy change). The nutrition services, local farmers, and health stakeholders then work together to incorporate this locally grown produce into school lunches (systems change). Access to healthy menu options helps students learn about healthy eating, and as a result, improves their eating habits (environmental change).
EXAMPLE TWO	As the agricultural capital of the world, the Fresno, California metropolitan area is home to numerous farmers markets, but this was not always the case. Until recently, the community had no access to local produce. A closer look revealed that Fresno's municipal zoning laws didn't allow for farmers markets in the city. Changing the zoning laws (policy change) meant that the community could develop farmers markets because the city provided mechanisms for their formation (system change). The creation of farmers markets increased access to healthy foods for the local community (environmental change).
EXAMPLE THREE	A PSE strategy doesn't have to start with a policy change. Community organizations can play a role in changing behaviors, conversations, and expectations about healthy living conditions. They can also build community support through partnerships, and advocate for policy change. PedNet, a community advocacy group in Columbia, Missouri, did just that. Through programs such as walk-to-school days, cycling education, walking school bus, and social marketing campaigns, they created an environment that gained the public's support for proposed walking and biking trails to schools. The result: Columbia has the strongest Safe Routes to School program in the country.

Source: ChangeLab

CLICK HERE TO LEARN MORE ABOUT IMPLEMENTING A PSE FRAMEWORK BY VIEWING A MINI-RECORDED WEBINAR

Section III

Organizing a PSE Task Force

HOW IS A PSE TASK FORCE ORGANIZED?

A CCC coalition can assist in creating a new PSE task force or expanding an existing policy committee, and can help to combine existing policy efforts with PSE change strategies. An effective task force includes a core group of knowledgeable and committed people.

When recruiting a new task force or additional members for an existing policy committee, it's important that you find and recruit people who have skills and experience relevant to implementing a PSE change strategy. What's equally important is that new recruits should have an interest in putting PSE change strategy into action. Also consider recruiting task force members who currently work on related issues or work with the target population (e.g., media, event planning, and policy development). It's important to inform all members of the amount of time they need to commit to serve on the task force.

Identify and recruit individuals who have skills and experience relevant to, as well as an interest in, implementing PSE change strategy.

Create working groups within the task force to focus on specific areas of the change strategy. The chairs of individual working groups need to report back to the task force to give updates on the progress of their group.

Ideally, each working group will have four or five members and will focus on a specific area, such as policy, communications, evaluation, or community engagement.

Working groups also allow the task force to recruit more members, build capacity in PSE implementation, and rotate members in different roles within the task force.

This is critical to sustaining motivation and interest among members for the long-term sustainability of the task force.

Characteristics of a PSE Task Force

The task force will play a crucial role in all aspects of implementing the PSE activities. It's important to carefully consider the makeup and responsibilities of the task force. Characteristics of a successful task force that you should be aware of include:

Strong leadership	Establish strong leaders early in the development process to provide guidance and coordinate activities of the task force members.
Diverse membership	Recruit the right mix of people from the right organizations. They'll be invested in the policy issues being pursued and able to lend their expertise in policy, media, and evaluation so that the PSE strategy of the task force can be implemented.
Clear objectives and expectations	Early in the process, establish clear objectives and expectations to help avoid misunderstandings about roles and responsibilities.
Committed membership	Recruit individuals who are able and willing to join the task force. Most members are volunteers, so it's important to recognize their service and dedication.
Positive environment	Create a positive environment that fosters collaboration, promotes continuous improvement, and encourages input from the team. This is important for the long-term sustainability of the task force and its goals.
Appropriate stakeholders	Identify, recruit, and engage stakeholders whose policy agendas align with those of the coalition and task force. It's important to find common ground among all stakeholders to be able to accomplish both short- and long-term goals.
Sustainable task force	Develop a plan early on to sustain the task force and its priorities. Allow room for flexibility to be able to adapt to changing circumstances.
Champions	Identify champions who will promote and support the implementation of the policies pertaining to task force priorities.
Adaptability	Strategically adapt to political and environmental change.
Diverse portfolio	Create a diversified resource portfolio to deal with unforeseen changes and to provide opportunities to engage multiple stakeholders.
Collaboration	Enhance and strengthen relationships among coalition members and establish relationships with external partners with similar PSE goals.

Composition of a PSE Task Force

The core of the ideal PSE task force will include a person from a Comprehensive Cancer Control (CCC) program. This person acts as a leader, a coordinator, a policy analyst, a communications specialist, and an evaluator. Once the primary task force is formed and has drafted its policy agenda, the task force can identify partners to help it carry out the policy agenda.
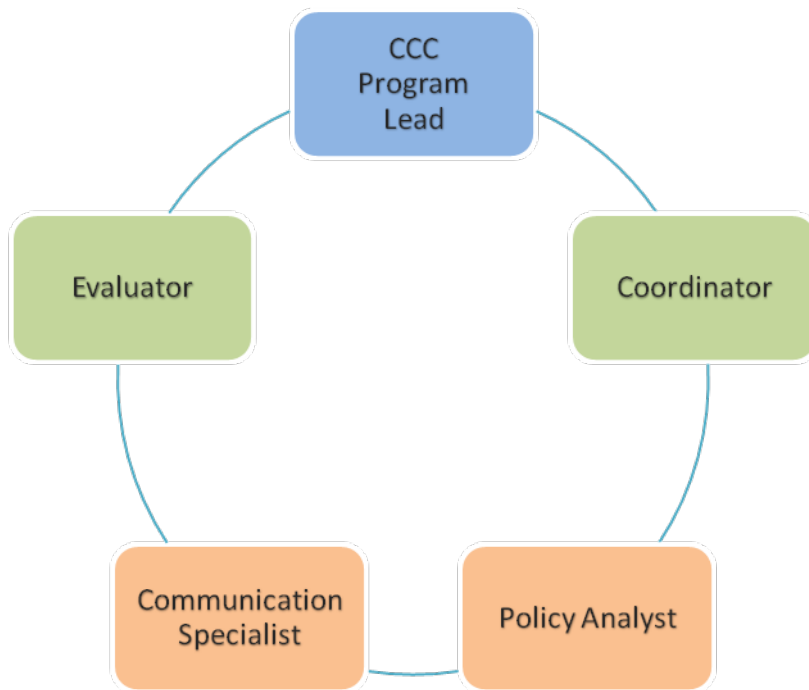
Next you'll identify and recruit key people from those organizations. Ideally, a task force will have a chair or co-chairs, community opinion leaders, key stakeholders, and policy makers. Each stakeholder group should appoint one to two members to the task force. Select your members based on their knowledge, skills, goals, and work styles. If you can get a mix of experienced members as well as younger, less experienced ones this will provide balance and makes sure different viewpoints aired. This is important to a high-functioning task force.

Having the right people at the table is vital to any successful PSE strategy and implementation plan.

Members with diverse areas of expertise and different levels of experience will benefit the task force. Diversity, combined with a commitment to PSE change, is the foundation for a productive task force. Engage organizations that work directly with the community, as well as community leaders.

WHAT ARE THE ROLES AND RESPONSIBILITIES OF THE PSE TASK FORCE?

If you want to put together a successful task force, each member has to understand their own responsibilities and how they relate to the overall goals. The most effective task force leaders know their members' skills, expertise, and availability before assigning responsibilities. If you give people tasks that match their skills, it ensures they stay interested in the task force objectives. Members are most effective when given tangible assignments.

Successful leaders keep task force members informed of activities. Regular interaction and communication helps to maintain the momentum once activities are underway. The result is a more effective task force that uses team working to overcome any barriers that come up.

Task force members need to know they are headed in the right direction. To accomplish this, keep members informed of all task force activities at all times.

The best leaders ask for regular feedback from members about how the task force is working. Implementing the recommendations of members lets them know that they're valued within the team. Thank-you notes or public recognition at special events can also achieve this and will go a long way towards improving overall morale.

Members of CCC coalitions can help support implementation of PSE strategies, and provide subject matter expertise in policy, media, and evaluation related to the strategies.

To get the right people into the right positions, make sure your task force includes primary members that fulfill the following roles:

Comprehensive Cancer Control Program Director (or designee)

This member knows and understands comprehensive cancer control, the state coalition's work, and the National CCC Program.

Community Organizer(s)

This role requires someone with a thorough knowledge of community engagement who will be the messenger between the PSE task force and the community.

Communications Specialist

The specialist keeps members and stakeholders up-to-date on group activities as well as creating and distributing media releases about the group's activities to print and broadcast outlets.

They also organize events to increase awareness or knowledge of PSE activities among stakeholders and the public. Besides this, they respond to incoming information requests from media outlets, control information output, and promote cooperative relationships between task force members, stakeholders, lawmakers, and the public.

Health Systems Administrator

The health systems administrator helps the task force understand the workings of medical care organizations, health-care regulations, and emerging trends in health-care innovation and delivery.

Meeting Facilitator

This person takes notes at meetings and has to be acceptable to all task force members. They have no decision-making authority, but help the group identify and solve problems as well as make decisions. The facilitator also contributes structure and process to interactions and enables the task force to function effectively and make high-quality decisions.

Policy Analyst

This member can perform a policy scan and knows how to frame policy issues. They know how to develop a policy systems and environmental change agenda and build partnerships and consensus among a group of stakeholders.

Representative from the Comprehensive Cancer Control Coalition

This member understands the goals, objectives and activities of the coalition. In addition, the CCC coalition member knows the importance of involving and collaborating with broad sectors of the community.

Representatives from state agencies and programs, community-based organizations, and other state or local coalitions

Representatives may be individuals from faith-based and underserved communities who work on issues relevant to the task force's PSE implementation strategy. Issues could include tobacco control, nutrition and physical activity, and cancer survivorship.

HOW IS TASK FORCE CAPACITY BUILT?

To build capacity, you can start with task group discussions about progress, new opportunities, partner strengths, and the resources needed. CCC National Partners with PSE expertise can offer extra help to the task force in assessing capacity building needs. Task force members might want to work with the National Partners to plan a technical assistance workshop to address gaps in resources and pinpoint new opportunities. This will also help to build a relationship with National Partner experts who can continue to provide guidance. Building relationships with PSE task force members from states that have implemented or plan to implement PSE strategies could be helpful as well.

**CLICK HERE AND LEARN MORE ABOUT ORGANIZING A PSE TASK FORCE
BY VIEWING A MINI-RECORDED WEBINAR**

Section IV

Developing a Policy Agenda

WHAT IS MEANT BY POLICY CHANGE?

Before a committee or task force develops a policy agenda, it needs to understand what policy change means in the context of policy, systems, and environmental change.

Generally, a policy is **a guideline or principle that reflects decisions by government or a nongovernmental organization**.

These written statements can be:

- Resolutions;
- Standards;
- Zoning laws;
- Contracts or agreements;
- State, federal or local laws;
- Local ordinances;
- Company policies;
- School policies, etc.

These policies significantly affect the people in the community or organization. Effective policies must be supported by appropriate enforcement mechanisms.

**Don't lose sight of the smaller policy changes that you can bring about.**

In the context of PSE change, a policy change is a plan that addresses local, regional, or state issues important to the Comprehensive Cancer Control (CCC) programs and its partners.

For example, a change in a school policy that increases the nutritional content of lunches served in the cafeteria will have a positive impact on the health of many students.

Bringing about statewide policy changes can be a longer-term activity, and putting these policies into action can take time. With this in mind, it is important to keep focused on policy changes that you can achieve in the short term and the combined impact of those small changes on the "ultimate" goal.

WHAT ARE THE KEY STEPS IN CREATING A POLICY AGENDA?

Policy development includes identifying problems and bringing them to the attention of leaders. The next stage is framing the problems before formulating a policy. Together, these steps determine whether a problem or policy proposal is acted on.
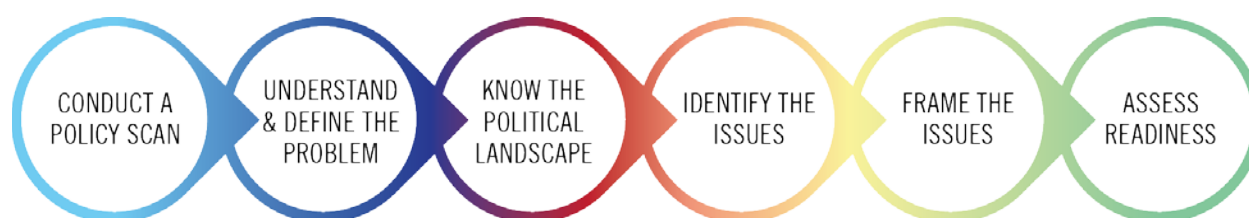
Before a task force can implement a policy agenda, it must figure out which PSE issues to follow up. Besides this, it has to identify the issues that groups are already working on at the state or local level, who the partners are, and which issues have gained momentum. The task force also needs to identify initiatives that haven't been successful by checking what other states have done and learning from those experiences. By carrying out a community assessment, you can learn more about local and regional problems and sponsored initiatives. For example, shared use is an initiative of the American Heart Association. What this means is that many resources, including technical support, are already in place for PSE task forces to access.

A task force looks for solutions to the problems you've identified. In the initial steps of this process you need to:

Conduct a Policy Scan

PSE change is evidence-based, and gathering and reviewing cancer surveillance data is an important first step. For example, knowledge of the state's cancer burden data is essential in helping to develop targeted cancer interventions. You can do this by working with state CCC leadership teams and local coalitions to identify communities that will be good places to gather local data. In turn, the data can be used to inform your PSE strategy and make a compelling case for your policy agenda.

Understand and Define the Problem

First, conduct a statewide environmental PSE scan. This scan will give you a broad understanding of ongoing initiatives and proposed or implemented state or local policies. It's also helpful for you to find out about initiatives that haven't worked in the past and some of the barriers that have come up as well as contextual issues related to proposed PSE policies or approaches. Efforts undertaken in other states are also very informative.

Know the Political Landscape

It is important to develop a policy agenda based on defined needs and capabilities, rather than on what is politically feasible at the time. A policy agenda that shifts with changes in the political climate can be confusing, so it's critical that you understand your political landscape. If you need help, contact the American Cancer Society Cancer Action Network and other National Partners. They can give information on current national and state policy issues before you start to develop your PSE change strategy. Recognize that even if the political landscape is not suitable for bringing about a big policy change, meaning legislation, you can still achieve powerful and effective systems and create environmental changes that support your PSE strategy.
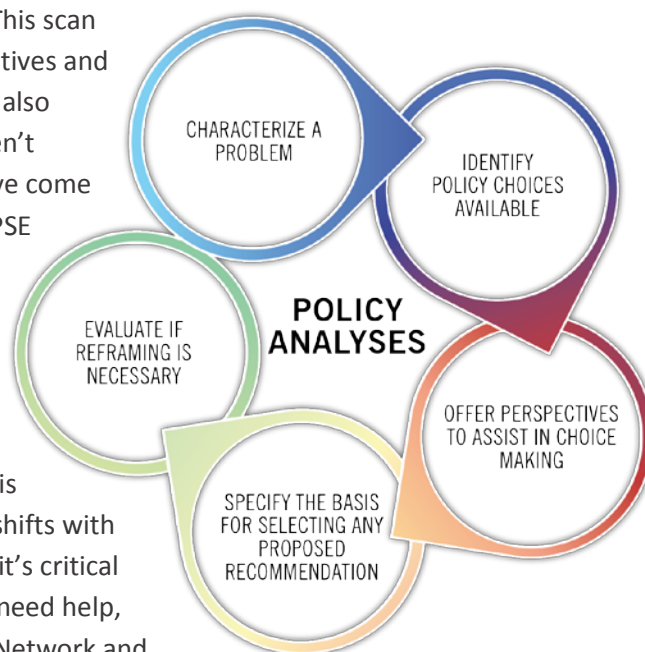
Identify the Issues

Stakeholders' interests may help identify important issues. Stakeholders may take different sides of an issue like the laws on tobacco control for example. Some stakeholders might want to control the use of tobacco products, while others look for policies that help smokers to access lower-risk products like e-cigarettes. In other cases, stakeholders may take the same position on an issue, but for different reasons.

Frame the Issue – Systems Approaches

The way a problem is stated or an issue is framed influences the types of solutions put forward. Framing is how a problem is presented; it includes the use of particular messages and images that capture people's attention, helping them to understand an issue. Issue framing can help stakeholders convince policy makers to recognize the issue as a problem, include it on their agenda for debate, and determine appropriate policy responses. Issue framing often sets the terms for policy debate. "The eventual fate of a policy proposal is also a function of how it is formulated in the first place—how it defines the problems to be attacked and what it offers in the way of policy solutions." (Porter, 1995)

Assess Readiness

Assess the timing and timeliness of activities. These are important considerations and can often be overlooked. Determine whether there are efforts that already have momentum. If so, are the issues well covered? Do you want to participate in these activities or work on other issues? Determine the collation members who are ready to embrace the issue and are ready to partner to take action, and the potential impact on the population. Will activities impact populations with the greatest cancer burdens?

**CLICK HERE TO LEARN MORE ABOUT DEVELOPING A POLICY AGENDA
BY VIEWING A MINI-RECORDED WEBINAR**

Section V

Reaching Out to Stakeholders

WHO HAS A STAKE IN THIS ISSUE?

Engaging a diverse group of stakeholders can help broaden the debate about solutions and policy actions. Depending on the policy change being considered, potential stakeholders could include members of:

- External cancer organizations
- Organizations protecting children's health
- State or local lawmakers
- Parents
- Media

- Cancer survivors and their families
- Research entities
- Contract lobbyists
- Neighborhood community groups/associations
- School districts

- Parent-teacher associations
- Local chambers of commerce
- CCC program staff
- PSE staff
- Key CCC partners

Before you invite potential stakeholders, prioritize their influence on key issues such as legislation, finance, community engagement, and others. Ask them to help identify relevant policy issues and ideas for getting those policies in place to support your PSE intervention.

HOW ARE STAKEHOLDERS ENGAGED STRATEGICALLY?

Determine how best to engage your stakeholders, keeping in mind your resources. Engaging with them based on their power and influence may be the best use of time and human resources. Identify a small group of key internal and external stakeholders. Look for individuals who:

- Care about finding the best solution
- Can do what you can't—educate, advocate, and lobby
- Have close relationships with key decision makers
- Have expertise on the evidence needed to support the solution you're looking for
- Have valuable relationships with the media
- Have expertise on opposing arguments

There are a lot of ways to analyze stakeholder involvement. In this guide, we'll focus on two approaches. The first compares stakeholder power and influence versus their interests. When using this approach, it is important to include people who support the issues as well as those who don't. The second approach compares the attractiveness of a policy, plan, or proposal against the capacity of the stakeholders to put the effort in. This approach is used to analyze potential partner organizations—those who are essentially aligned with the issues. Let's take a look at the two options for stakeholder analysis next.

Stakeholder Power versus Stakeholder Interest

High Power - High Interest
- Assess key allies or opponents.
- Engage and consult allies regularly.
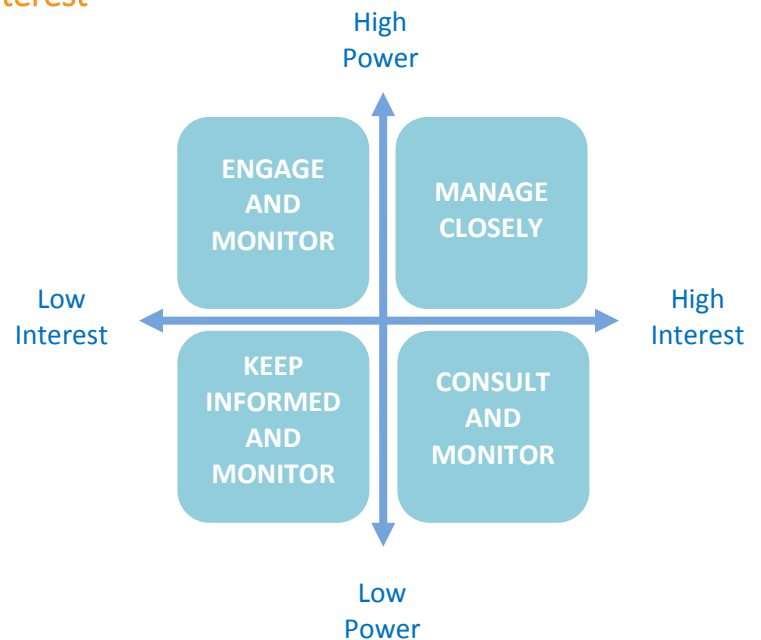- Closely monitor and manage opponents.

High Power - Low Interest
- Assess allies and opponents.
- Consider strategies to further engage allies.
- Monitor opponents.

Low Power - High Interest
- Assess allies and opponents.
- Consult allies around interest areas.

Low Power - Low Interest
- Consider keeping allies informed.

High Power

ENGAGE AND MONITOR	MANAGE CLOSELY
KEEP INFORMED AND MONITOR	CONSULT AND MONITOR

Low Interest — High Interest

Low Power

Adapted from Eden and Ackerman, 1988

Stakeholder Capability versus Attractiveness of a Policy, Plan, or Proposal

High Attractiveness - High Capacity
- Pursue these worthwhile policies, plans, or proposals.
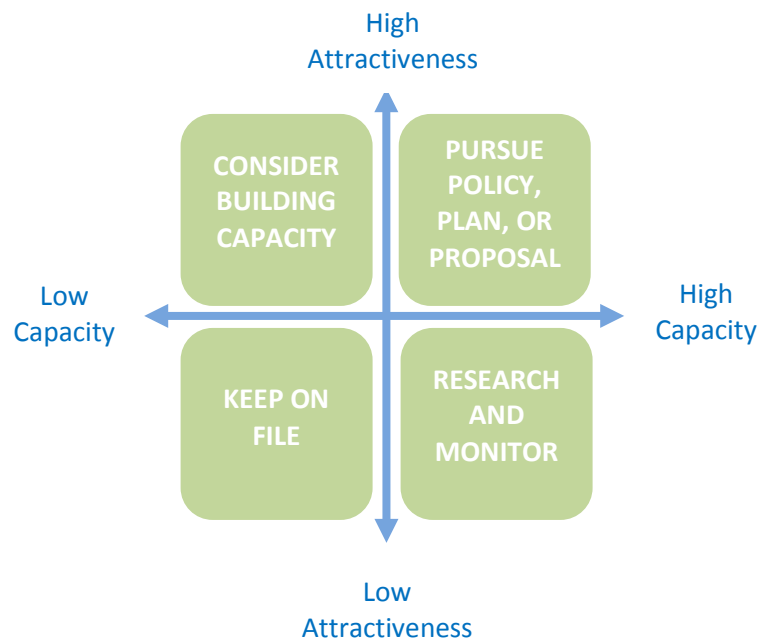
High Attractiveness - Low Capacity
- Consider time and resources needed for capacity building.

Low Attractiveness - High Capacity
- Assess why attractiveness is low.
- Consider reframing the issue.
- Consider other ways to engage stakeholders.

Low Attractiveness - Low Capacity
- Consider keeping these on file.

High Attractiveness

CONSIDER BUILDING CAPACITY	PURSUE POLICY, PLAN, OR PROPOSAL
KEEP ON FILE	RESEARCH AND MONITOR

Low Capacity — High Capacity

Low Attractiveness

Adapted from Bryson, Freeman and Roering, 1986

HOW ARE OPPONENTS MANAGED?

In community work, expect opposition and be prepared for it. Even if everyone agrees on the goals, they may have different opinions on how to achieve them. Familiarity with your opposition and their strategies will help identify the best ways for your team to respond to them.

What are some useful tactics?

Some general tactics to deal with opposition are:[1]

- **Understand your opposition's strategy**. Knowing your opposition's beliefs, background, and position will put you in a stronger position to respond to and deal with them. An opposition you understand will be easier to deal with than one you don't. Your knowledge of the opposition is your power.

Your knowledge of the opposition is your power.

- **Turn negatives into positives.** Making a bad situation work for you can put you in a very powerful position. As the saying goes, "When you get lemons, make lemonade."
- **Set the agenda.** Make sure you establish or influence the agenda, which in turn will give you an opportunity to express your views. Don't let the opposition be the only ones to talk about their strengths.
- **Publicly state your opposition's agenda.** Not only will it make your team aware of the opposition's agenda, but you may also win the sympathy and respect of your stakeholders. This is especially true if your opponent is more influential than you are.

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[1] This list adapted from Community Tool Box: Section 2. How to Respond to Opposition Tactics. http://ctb.ku.edu/en/table-of-contents/advocacy/respond-to-counterattacks/respond-to-opposition/main

What are some useful tactics?

- **Be careful about how you present your opposition to the public.** Some information that you might want to consider making public includes:

  – What your opponent has said or done
  – Why it's untrue and/or unfair
  – What's true and/or fair
  – How the truth affects you and your opponent

- **Ask for a third-party facilitator.** Facilitators make it easy for opposing parties to reach their goals by refocusing their thinking in terms of interests rather than positions. Facilitators also provide process leadership and expertise to resolve differences and conflicts. In a nutshell, a facilitator can help you reach a compromise in less time.

- **Learn from the past.** If an organization or individual has a history of responding in a certain way, it's likely that they'll respond the same way in the future. Knowing the history and preferred tactics can help you anticipate and prepare for any likely turn of events.

- **Be willing to compromise.** Agree to disagree. Compromise is a common solution to resolving disagreements in negotiation and mediation processes. Using compromise to settle a conflict or dispute requires the parties to be aware that the outcome might be less than they had originally hoped for. Yet, if the focus is on what's achieved, rather than on what's given up, it's more likely that the parties will accept and leave feeling satisfied.

Section VI

Creating Strategic Alliances and Facilitating PSE Change

WHAT ARE SOME WAYS TO BRING ABOUT DESIRED CHANGES IN COMMUNITY INFRASTRUCTURE OR POLICY?

Let's look now at some of the ways that the PSE Task Force can have an impact on the infrastructure and policies in their community. These are:

- **Direct Service:** Individuals can perform direct service to the community on their own time or in the work they do.
- **Education:** The task force can build community awareness of a policy or program through outreach or other education efforts. Education includes research, analysis, and spreading information. For example, the task force could: a) educate the community about an available cancer screening program, or b) analyze the performance of a particular cancer screening program and share that information with a policy maker in the community.
- **Self-Help:** The task force can encourage and empower community members to take advantage of existing programs, such as cancer screening programs.
- **Advocacy:** Through advocacy, individuals and organizations can propose policy change and influence policy makers.
- **Direct Action:** The task force can use a combination of stakeholder engagement and advocacy in relation to specific policies.

WHAT IS DIRECT ACTION ORGANIZING?

Direct action organizing is a process for engaging with policy makers to benefit the community.

Creating basic changes in infrastructure, systems and policies empowers members of the community by allowing them to take the initiative in improving their quality of life.

Creating basic changes in infrastructure, systems, and policies empowers members of the community by allowing them to take the initiative in improving their quality of life. It establishes and strengthens direct lines of communication between policy makers and their communities, informing decision makers of the needs of the community.

It also establishes community members as a tremendous resource for those who create policy to benefit the community.

After working with many organizations involved in direct action work, campaigns, and policy change efforts, the Chicago-based Midwest Academy has developed a useful direct action organizing strategy chart for organizing and implementing a policy campaign.

This tool gives stakeholders a road map to develop a strategy for planning and organizing their PSE change efforts. It helps the task force to map out exactly what they want and what they are going to do. What's more, it allows them to do it in a way that lets them to build power and influence.

The strategy chart that follows on the next page is best completed over a period of time or over a series of meetings. For example, a task force might start with the goals and some of the organizational and coalition considerations. Then they might revisit them later and discuss constituents, allies, opponents and targets. It's important to take time and put in some thought when completing the strategy chart.

It's very important to involve key partners—the people who are knowledgeable not only about the issue, but also about the community and the target population. It's always good to engage more people in the process; perhaps not everyone would be intimately involved in the development of the strategy chart, but they could be a great benefit during its review and approval.

MIDWEST ACADEMY STRATEGY CHART
Organizing and Implementing a Policy Campaign

After choosing your issue, fill in this chart as a guide to developing strategy. Be specific. List all the possibilities.

GOALS	ORGANIZATIONAL CONSIDERATIONS	CONSTITUENTS, ALLIES & OPPONENTS	TARGETS	TACTICS
1 List the long-term objectives of your campaign.	1 List the resources that your organization brings to the campaign. Include money, number of staff, facilities, reputation, canvass, etc. What is the budget, including in-kind contributions, for this campaign?	1 Who cares about this issue enough to join in or help the organization? • Whose problem is it? • What do they gain if they win? • What risks are they taking? • What power do they have over the target? • Into what groups are they organized?	1 Primary Targets A target is always a person; it is never an institution or elected body. • Who has the power to give you what you want? • What power do you have over them?	1 For each target, list the tactics that each constituent group can best use to make its power felt. Tactics must be: • In context • Flexible and creative • Directed at a specific target • Understandable to the membership • Backed up by a specific form of power
2 State the intermediate goals for this issue campaign. What constitutes victory? How will the campaign: • Win concrete improvements in people's lives? • Give people a sense of their own power? • Alter the relations of power?	2 List the specific ways in which you want your organization to be strengthened by this campaign. Fill in numbers for each: • Expand leadership group • Increase experience of existing leadership • Build membership base • Expand into new constituencies • Raise more money	2 Who are your opponents? • What will your victory cost them? • What will they do/spend to oppose you? • How strong are they? • How are they organized?	2 Secondary Targets • Who has power over the people with the power to give you what you want? • What power do you have over them?	Tactics include: • Media events • Actions for information and demands • Public hearings • Strikes • Voter registration and voter education • Lawsuits • Accountability sessions • Elections • Negotiations
3 What short-term or partial victories can you win as steps toward your long-term goal?	3 List internal problems that have to be considered if the campaign is to succeed.			

What's important to think about when identifying goals?

The first task for the group is to determine their goals. Coming up with realistic goals and a realistic timeline for achieving them is vital for the success of the campaign.

Begin by establishing short-term, mid-term, and long-term goals. At the start of a campaign it is important to set achievable, short-term goals. Achieving short-term goals produces early "wins" that give the motivation and enthusiasm needed to keep people committed and drive long-term projects forward. Don't forget to also identify long-term goals; they represent the sustained improvement to health and quality of life that lies at the heart of the task force's efforts.

What's meant by organizational considerations?

This step involves matching available resources to the needs of the task force. Consider short-term and mid-term goals and the desired outcomes. Do you want to have a bigger task force? Do you want to engage individuals or organizations that are key influencers of your targets? Maybe identifying some new partners is important. Increasing community involvement and support for a given issue may be an important goal for your task force, and you might want to find some new allies to support the effort.

Organizational considerations can help identify task force resources such as people, money, and information. At this stage, the task force can determine exactly what's needed, establish a path to meet those needs, and discuss potential barriers.

What's important to keep in mind about allies and opponents?

The people who will be affected by policy change or a campaign issue may support you, but they may be unaware of your efforts. Champions are not clearly highlighted on the chart, but they are an important consideration. These are the people who have power and are key influencers with decision makers. It's important to identify these people and continue to engage them. They'll carry the torch for the task force and be vocal and dedicated advocates on that particular issue.

Consider who might be opposed to the campaign. These are the people who will counter your campaign efforts every step of the way. It is important to remember that as hard the task force is working to get a particular policy changed or implemented, the opposition is working just as hard to prevent that from happening. Consider the power and resources they have at every step of the process.

An environmental scan can be used to identify potential allies and opponents.

What's important to know about primary targets?

You should remember that targets are always individuals, not institutions. The task force can use specific tactics to engage targeted individuals, which will affect the entire organization if successful.

Targets are the people who can make decisions and vote yes or no. Consider who at the task force table may have a relationship with these key individuals. Also consider secondary targets—perhaps a staff person or a family member. You can engage a number of people (secondary targets) to influence that primary target.

What are some examples of tactics used in a successful campaign?

It is important that you understand the difference between a strategy and a tactic. A tactic is an action you will take; a strategy is a blueprint for what will have to be done over the course of the entire campaign.
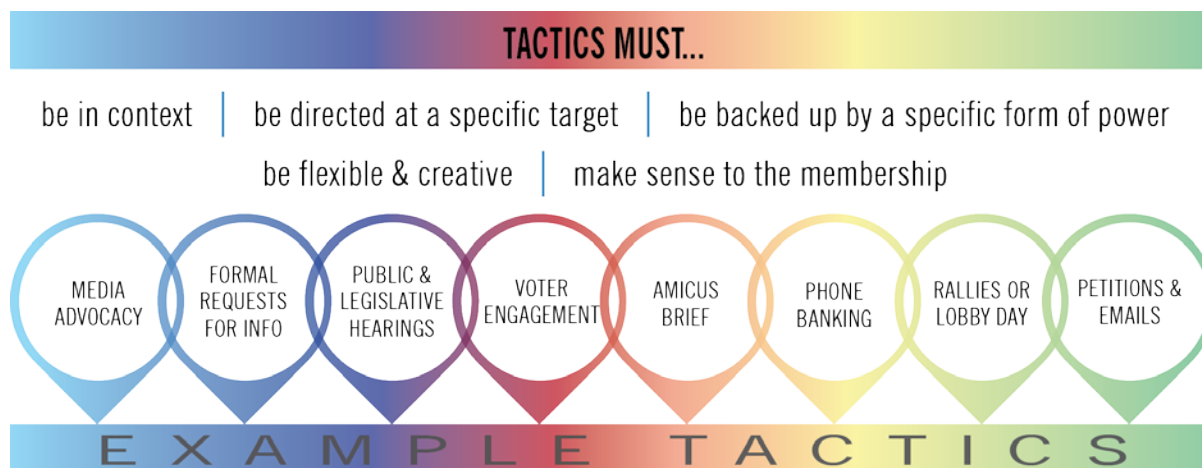
Be flexible and creative when thinking about tactics. In some instances, a rally or a demonstration could be enough to influence a decision maker. Often one-on-one meetings are needed. Other tactics are working with media outlets to carry a story, writing letters to the editor, conducting press conferences, spearheading a petition drive, phone banking, opinion polling, asking for a formal meeting, or making a request under the Freedom of Information Act.

When thinking about tactics, consider the specific target. Don't do something merely for the sake of doing it. Consider whether the tactics make sense to the members of the task force and whether they have the buy-in of task force members. One member of the task force may want to engage in specific tactics, while others may not. If this is the case, one organization can engage in the activity under that organization's name, but not in the name of the task force. It is important to distinguish clearly between activities that reflect the task force's priorities and related activities undertaken by an individual member organization.

Some other things to consider

You'll have to think about the financial resources needed to carry out the campaign. Your budget might include funds and in-kind contributions and support. Identify task force partners and others who are able to provide this support. Also consider who's going to be responsible for putting your tactical plan into practice and set a timetable for achieving these steps.

Once the draft strategy chart is completed, it's important to engage the leadership and key members within the CCC coalition. Present the information and ask for their feedback and support. Have an in-depth discussion about the chart's organization to make sure that it reflects the concerns of the coalition members.

Revisit the strategy chart frequently to modify it, and make adjustments as necessary. Strategy charts are dynamic, active documents that reflect the changing strategic landscape. A number of things could change along the way, and the strategy chart should be updated to reflect that.

WHAT IS COMMUNITY ENGAGEMENT?

As you've learned already, whatever strategic approaches the task force chooses, community engagement is an essential part of it. Engagement is going to help create long-term change and make healthy options available, accessible, and convenient for all residents.

The CDC Agency for Toxic Substances and Disease Registry Committee for Community Engagement has defined community engagement as: The process of working together with and through groups of people connected by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. These partnerships help mobilize resources, influence leaders, and serve as catalysts for changing policies, programs, and practices. They are "a powerful vehicle for bringing about environmental and behavioral changes that will improve the health of the community and its members" (Centers for Disease Control and Prevention Public Health Practice Program Office, 1997).

Community engagement is a powerful vehicle for bringing about environmental and behavioral changes that will improve the health of the community and its members.

Keep these points in mind when working with the community:

- Make the purpose clear
- Know the community
- Build relationships within the community
- Accept self-determination of the community
- Foster partnerships within the community

- Recognize and respect community diversity
- Identify and mobilize community assets
- Engage organizational and individual change agents
- Strengthen long-term commitment of partners

(Centers for Disease Control and Prevention Public Health Practice Program Office, 1997)

Before starting a community engagement effort you should:

STRATEGY	Be clear about the purposes or goals of the engagement effort and the populations and communities you want to engage. Although you should certainly do so, communicating why community participation is necessary for PSE implementation won't always be enough to guarantee involvement. If this is the case, it's important to understand the barriers to engagement and have plans to overcome them. Make sure you have the resources and expertise to engage effectively with the community.
RESEARCH	Learn as much as possible about the community before reaching out to them. Familiarize yourself with the community's economic conditions, political structures, norms and values, demographic trends, history, and experience with engagement efforts. Learn about the community's perceptions of those setting up engagement activities. This will help you to map community assets, develop a picture of how business is done, and identify the individuals and groups whose support you need. The information may also provide clues about who must be approached and involved in the initial stages of engagement. Determine how your efforts to engage or mobilize the community around new issues may affect any preexisting efforts.
PLAN	Design and put into action engagement activities that address community diversity. This is important to the success of any PSE implementation strategy.

For engagement to happen, it's necessary that you:

- Go into the community, make relationships with formal and informal leaders, build trust, and look for commitment from community organizations and leaders to create processes for mobilizing the community.
- Maintain the utmost ethical conduct when engaging with communities. Once trust is lost, it's very difficult to overcome and may obstruct future engagement. If engagement in a PSE effort has any risks, the community must be informed of them so that they can make informed decisions regarding their involvement

- Use County Health Rankings & Roadmaps as a call to action to engage the community. The report is a compilation of health outcomes and health factors that reflects the overall health of every county in every state in the country. Engagement will occur if people in the community identify with the issues being addressed, consider them important, and feel they have influence and can make contributions. The report can be used to:

  – Engage the community in conversations about health needs.
  – Raise awareness in the community about the various factors that influence health.
  – Act as a pointer to suggest areas where more in-depth analysis might be helpful.
  – Come up with a more detailed community health assessment (when combined with additional data).
  – Inform policy makers about the many factors that affect a community's health.
  – Help set up strategic planning efforts where none previously existed.
  – Promote and revitalize existing community health improvement efforts.
  – Provide justification in securing grant funding to conduct community health improvement efforts.
  – Help to address health disparities.
  – Provide validation to the community of needed policy, systems, and environmental changes.
  – Facilitate celebrating a community's successes.

(South Dakota Department of Health, 2012)

Participation will also be easier if people encounter few barriers to participation, find that the benefits of participating outweigh the costs (e.g., time, energy, and dollars), and believe the participation process and related organizational climate are open and supportive. Building trust and engagement requires long-term commitment, so it is important to be patient (Centers for Disease Control and Prevention Public Health Practice Program Office, 1997).
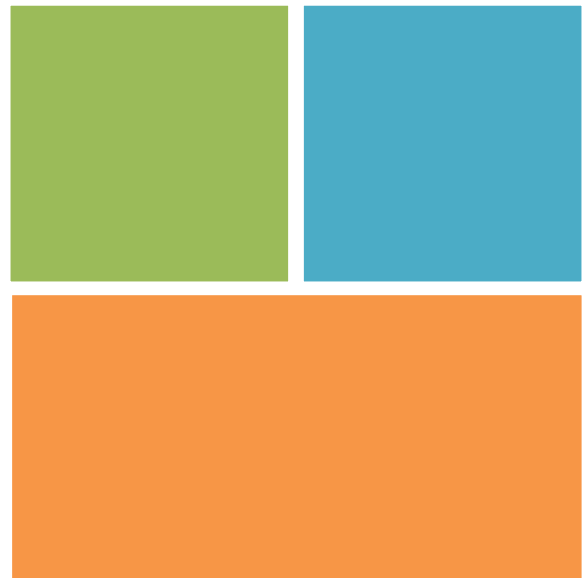
Build trust and seek commitment from community organizations and leaders to create processes for mobilizing the community.

CLICK HERE TO LEARN MORE ABOUT DIRECT ACTION ORGANIZING BY VIEWING A MINI-RECORDED WEBINAR

Section VII

Sustaining Momentum

HOW CAN PSE INITIATIVES BE SUSTAINED?

The PSE task force needs to decide how long the initiatives you've implemented will be kept going. The decision will vary from initiative to initiative. Some questions you can ask to help make this decision are:

- How long will it take the task force to achieve its goals? Will it take a year? Twenty years?
- Will the task force have an ongoing mission, or end after a specific goal is achieved?
- Is there sufficient community support to maintain the task force's initiative?

If you determine that the task force is a long-term organization, develop a sustainability plan. A sustainability plan can help your group get support from stakeholders, define policy strategies, and create a plan to make the best use of resources and organize information, including activities, evaluation findings, and budgets.

Your efforts to engage partners and promote needed policy strategies will help ensure sustainability. The process of creating a sustainability plan requires task force members to define their work and their level of commitment. Developing and implementing a sustainability plan takes significant time and resources, but it is worthwhile to do the planning at the outset rather than creating it at the end.

Right from the start, ask your team to decide on answers to these questions:[2]

- What aspects of the PSE effort need to be sustained to achieve long-term community health?
- Are the goals subject to change?
- What resources are needed to support the sustainability of the effort?
- What are the sources of funding, now and in the future?
- What are the potential obstacles to sustainability?
- What community support is there for the effort?

Some core elements of successful sustainability planning include: [3]

- Buy-in and support from key decision makers and community members
- Sufficient leadership, funding, and channels of communication
- Procedures to monitor policy implementation through enforcement and compliance
- Flexibility to input quality improvement measures as needed

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[2] List adapted from CDC's Healthy Communities Program, Sustainability Planning Guide, page 9
http://www.cdc.gov/nccdphp/dch/programs/healthycommunitiesprogram/pdf/sustainability_guide.pdf

[3] List adapted from the CDC's Healthy Communities Program, Sustainability Planning Guide, page 10
http://www.cdc.gov/nccdphp/dch/programs/healthycommunitiesprogram/pdf/sustainability_guide.pdf

HOW IS TEAM ENGAGEMENT MAINTAINED?

What motivates individuals to support your efforts? Everyone is motivated in different ways, and it's usually presumed that money is a key motivator. But research shows that this is not the case. Many people would list respect, a sense of accomplishment, and recognition as the most motivational factors. With these in mind, here are some ways to keep your team engaged:[4]

Involve your team members in the decision-making process

They often have great ideas that can make a significant difference. When they are involved, they resist less and buy-in faster. The end result is that changes can be implemented more quickly and easily.

Communicate

Keep everyone informed. Team members want regular updates on the progress of the organization and their personal performance. Conduct regular face-to-face meetings, email, and conference calls to keep your team up to date.

Communication is one of the key strategies in keeping your team members engaged.

Celebrate individual and task force performance

This can include giving individual people awards or highlighting achievements in regular newsletters or other stakeholder correspondence. Small gestures such as token gifts to each team member can also promote good team morale.

Set challenging goals

Set smart, measurable, achievable, realistic, and time-bound—SMART—goals, and give your team the opportunity to perform. People hold themselves to high standards and like to achieve what is expected of them.

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[4] List adapted from SUSTAIN Factsheets. How to Keep a Team Motivated.
http://solihull-sustain.org.uk/uploads/How-to-motivate-a-team.pdf

Give people the tools to succeed

Motivation quickly goes down if team members lack the tools they need to complete required tasks. Listen to your team members about what they believe is needed to carry out their role. After this, give them reasonable and effective tools so that they can succeed.

Provide regular feedback

Feedback is important so that task force members know what they are doing well and what to change if there are issues. Although some leaders are reluctant to provide feedback, it is necessary for the team to thrive. Ignoring issues can lead to a decline in morale and may interfere with the task force's overall goals. Create a system through which leaders can regularly provide feedback to all team members. This will make sure that everyone's on the right track. Team members will respond accordingly and actually be more comfortable because they always know where they stand.

A motivated and enthusiastic leader usually leads a motivated and enthusiastic team.

Lead by example

As a leader, you set the tone for task force members to treat each other with respect and dignity. A motivated and enthusiastic leader usually leads a motivated and enthusiastic team.

As a leader, expect your team to look to you for direction and guidance.

BEST PRACTICES

Cancer Control P.L.A.N.E.T.

Web-based resources on cancer data, current research findings, evidence-based programs, and potential partners

http://cancercontrolplanet.cancer.gov/

Commission on Cancer

Library of best practices, resources, and standards, including previously asked questions and answers about the standards and guidance on meeting the standards

https://www.socialtext.net/cancer_standards/coc_best_practices_repository

Healthy People 2020 Structured Evidence Queries

One-click search queries for information related to the Healthy People 2020 objectives

http://phpartners.org/hp2020/index.html

National Cancer Institute's Research Tested Intervention Programs (RTIPs)

A searchable online database of cancer control interventions and program materials

http://rtips.cancer.gov/rtips/index.do

The Guide to Community Preventive Services

A review of the effectiveness and feasibility of various programs and interventions to improve health and prevent disease

http://thecommunityguide.org/index.html

The National Association of County & City Health Officials Model Practice Database

A searchable online database of innovative public health programs and practices

http://www.naccho.org/topics/modelpractices/database/

GENERAL TOOLS, TOOLKITS, AND TOOLBOXES

Cancer Data and Evaluation

Cancer Facts & Figures	This annual report provides the most current information about cancer, including the projected numbers of new cancer cases and deaths for the publication year. American Cancer Society http://www.cancer.org/research/cancerfactsstatistics/allcancerfactsfigures/index
Colorectal Cancer Facts & Figures	This biennial publication provides information about colorectal cancer, including statistics on cancer occurrence, as well as information about risk factors, prevention, early detection, and treatment. American Cancer Society http://www.cancer.org/acs/groups/content/documents/document/acspc-042280.pdf
Evaluation Toolkit	This toolkit explains how to evaluate activities intended to increase awareness and use of colorectal cancer screening. National Colorectal Cancer Roundtable http://nccrt.org/about/public-education/evaluation-toolkit/ Webinars: Evaluation 101 Part I: https://www.youtube.com/watch?v=BphQT3xE4Yw&index=2&list=PLzbBB85oLWGEohJyUba2NeBTLPA1w5f1O Evaluation 101 Part II: https://www.youtube.com/watch?v=-IsbcNf8tXA&index=2&list=PLzbBB85oLWGEohJyUba2NeBTLPA1w5f1O Evaluation 101 Part III: https://www.youtube.com/watch?v=SwBm1wKS2RY&list=PLzbBB85oLWGEohJyUba2NeBTLPA1w5f1O&index=1

Surveillance, Epidemiology, and End Results (SEER)	This cancer database provides information on cancer incidence and survival in the United States. National Cancer Institute http://www.cancer.gov/statistics/tools

Planning

Cancer Plan Self-assessment Tool	This tool helps CCC programs evaluate their state cancer plans. Centers for Disease Control and Prevention http://www.cdc.gov/cancer/ncccp/CancerSelfAssessTool.htm
The Community Toolbox	This toolbox offers tips and tools for building healthier communities and bringing about social change. University of Kansas http://ctb.ku.edu/en
Local Comprehensive Cancer Control (CCC) Toolkit	This toolkit provides resources, tools, and tips to build successful and sustainable coalitions that are organized to implement CCC strategies. National Association of County and City Health Officials http://www.lhdcancer.org/
PSE Resource Library	This collection of resources includes reference materials for evaluation, media and policy planning. Comprehensive Cancer Control National Partnership https://www.dropbox.com/sh/r7jk9ddyj1s99jr/AABwWAkrbPYm4hpFrH5-NlvFa?n=71102144

Partnerships

Circle Of Life^{SM} Program	The program provides cancer education and resources to help health educators work with American Indian and Alaska Native communities.
	American Cancer Society
	http://www.cancer.org/circleoflife/app/index
Engaging Businesses in Comprehensive Cancer Control Coalitions Toolkit	The toolkit includes processes and tools for identifying and tapping into the business community.
	C-Change
	http://c-changetogether.org/Websites/cchange/images/CCC%20Toolkit%20Page/Toolkit_Final_for_Website.pdf
Steps for Increasing Colorectal Cancer Screening Rates: A Manual for Community Health Centers	The manual provides step-by-step instructions to help community health centers implement processes that will reduce clinician workload and increase colorectal cancer screening.
	National Colorectal Cancer Roundtable
	http://nccrt.org/about/provider-education/manual-for-community-health-centers-2/

Policy

Public Policy Resources	The American Cancer Society Cancer Action Network web page includes public policy documents relevant to the organization's core mission and work.
	American Cancer Society Cancer Action Network
	http://www.acscan.org/policy-resources/
ACS CAN Action Center	This American Cancer Society Cancer Action Network page highlights a variety of federal action alerts.
	American Cancer Society Cancer Action Network
	http://www.acscan.org/takeaction

TOPIC-SPECIFIC TOOLS, TOOLKITS, AND TOOLBOXES

Breast Cancer

Breast Cancer Education Toolkit	The kit supports educators in providing breast health education to Hispanic/Latino communities. Susan G. Komen http://komentoolkits.org/

Colorectal Cancer

Developing and Running a Primary Care Practice Facilitation Program: A How-To Guide	This guide focuses on advanced collaboration and practice facilitation. Agency for Healthcare Research and Quality (AHRQ) http://pcmh.ahrq.gov/sites/default/files/attachments/Developing_and_Running_a_Primary_Care_Practice_Facilitation_Program.pdf
FluFOBT Program	This program assists medical practices in increasing colorectal cancer screening rates among their patients. American Cancer Society http://www.cancer.org/research/cancerfactsstatistics/allcancerfactsfigures/index
fluFIT	The site includes information about offering colorectal cancer screening during annual influenza vaccination campaigns. Department of Family and Community Medicine http://www.flufit.org/index.html
Increasing Quality Colorectal Cancer Screening: An Action Guide for Working with Health Systems	The guide helps Colorectal Cancer Control Program (CRCCP) grantees work with health systems to increase high-quality CRC screening at the population level. Centers for Disease Control and Prevention http://www.cdph.ca.gov/programs/Documents/CRC%20Health%20Systems%20Action%20Guide.pdf

POLICY, SYSTEMS, AND ENVIRONMENTAL CHANGE

How to Increase Colorectal Cancer Screening Rates in Practice: A Primary Care Clinician's Evidence-Based Toolbox and Guide	The guide outlines practical ways for practices to get eligible patients the colorectal cancer screenings they need. National Colorectal Cancer Roundtable http://nccrt.org/about/provider-education/crc-clinician-guide/ Webinar: https://acs200.webex.com/acs200/ldr.php?RCID=d2a3414ce454fc1538e2ffc5c352ff89
Steps for Increasing Colorectal Cancer Screening Rates: A Manual for Community Health Centers	This manual provides step-by-step instructions to help community health centers implement processes that will reduce physician workload and increase colorectal cancer screening. http://nccrt.org/about/provider-education/manual-for-community-health-centers-2/ Webinar: http://www.youtube.com/watch?v=hCnxuIS_wpQ&feature=youtu.be
Rural Messaging Campaign Kit	This kit provides a variety of tools focused on messaging for rural communities to leverage in increasing public awareness about colorectal cancer. National Colorectal Cancer Roundtable http://nccrt.org/about/public-education/rural-messaging-campaign-kit/

WORKSHEETS

Elements Necessary to Implement the PSE Model

Build partners

Which partners are critical to a success?

Perform environmental scans

Do we need to conduct an environmental scan to identify priority health issues and related activities, or does this information exist?

Address priority areas

Based on our research, what are the priority areas to address?

Assess feasibility of interventions

What feasibility studies will help us assess interventions in terms of the political, programmatic, and social landscape?

Promote awareness

What resources do we have to promote and support PSE approaches?

Elements Necessary to Implement the PSE Model

Engage community How will we engage the community to help us identify champions of program initiatives?	
Communicate/educate How will we use earned media to communicate with stakeholders and educate them about issues related to policy?	
Measure your success What resources do we have to measure and evaluate the difference that PSE change has made in the community?	

FOR MORE INFORMATION ON COMPLETING THIS WORKSHEET, REFER TO PAGE 13 OF THIS GUIDE.

POLICY, SYSTEMS, AND ENVIRONMENTAL CHANGE GUIDE   **02|15**

PSE Task Force

Strong leadership

Who can help provide guidance and coordinate activities of the task force members?

Diverse membership

Who is invested in the policy issues being pursued? Who can lend their expertise in policy, media, and evaluation?

Clear objectives and expectations

What are the main roles and responsibilities of task force members?

Committed membership

Who is able and willing to join the task force? How will we recognize their service and dedication?

Positive environment

How will we create a positive environment that fosters collaboration, promotes continuous improvement, and encourages input from the team?

Appropriate stakeholders

Whose policy agendas align with those of the task force?

PSE Task Force

Sustainable task force

What resources are needed to sustain the task force and its priorities?

Champions

Who will promote and support the implementation of the policies pertaining to task force priorities?

Adaptability

What resources are available to help us be aware of political and environmental changes?

Diverse portfolio

Who might help us deal with unforeseen changes? Who else might help us with important resources?

Collaboration

Do we have strong relationships with the state and national cancer coalitions? How can we complement what they are doing?

FOR MORE INFORMATION ON COMPLETING THIS WORKSHEET, REFER TO PAGE 17 OF THIS GUIDE.

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Policy Agenda Steps - *What are the key next steps? Who will complete them and by when?*

CONDUCT A POLICY SCAN	
UNDERSTAND & DEFINE THE PROBLEM	
KNOW THE POLITICAL LANDSCAPE	
IDENTIFY THE ISSUES	
FRAME THE ISSUES	
ASSESS READINESS	

FOR MORE INFORMATION ON COMPLETING THIS WORKSHEET, REFER TO PAGE 24 OF THIS GUIDE.

POLICY, SYSTEMS, AND ENVIRONMENTAL CHANGE GUIDE 02|15

Stakeholder Power vs. Stakeholder Interest

High Power/High Interest **STAKEHOLDERS TO MANAGE CLOSELY**	High Power/Low Interest **STAKEHOLDERS TO ENGAGE & MONITOR**

Low Power/High Interest **STAKEHOLDERS TO CONSULT & MONITOR**	Low Power/Low Interest **STAKEHOLDERS TO KEEP INFORMED & MONITOR**

Stakeholder Capability vs. Attractiveness of a Policy, Plan, or Proposal

High Attractiveness/High Capacity **POLICY, PLAN OR PROPOSAL TO PURSUE**	High Attractiveness/Low Capacity **CONSIDER BUILDING STAKEHOLDER CAPACITY**

Low Attractiveness/High Capacity **POLICY, PLAN OR PROPOSAL TO RESEARCH & MONITOR**	Low Attractiveness/Low Capacity **POLICY, PLAN OR PROPOSAL TO KEEP ON FILE**

FOR MORE INFORMATION ON COMPLETING THIS WORKSHEET, REFER TO PAGE 29 OF THIS GUIDE.

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Organizing and Implementing a Policy Campaign

GOALS		
1	List the long-term objectives of your campaign.	
2	State the intermediate goals for this issue campaign. How will the campaign: • Win concrete improvements in people's lives? • Give people a sense of their own power? • Alter the relations of power?	
3	What short-term or partial victories can you win as steps toward your long-term goal?	

ORGANIZATIONAL CONSIDERATIONS		
1	List the resources that your organization brings to the campaign. Include money, number of staff, facilities, reputation, canvass, etc. What is the budget, including in-kind contributions, for this campaign?	
2	List the specific ways in which you want your organization to be strengthened by this campaign. Fill in numbers for each: • Expand leadership group • Increase experience of existing leadership • Build membership base • Expand into new constituencies • Raise more money	
3	List internal problems that have to be considered if the campaign is to succeed.	

Organizing and Implementing a Policy Campaign

CONSTITUENTS, ALLIES & OPPONENTS

1 Who cares about this issue enough to join in or help the organization?
- Whose problem is it?
- What do they gain if they win?
- What risks are they taking?
- What power do they have over the target?
- Into what groups are they organized?

2 Who are your opponents?
- What will your victory cost them?
- What will they do/spend to oppose you?
- How strong are they?
- How are they organized?

TARGETS

1 Primary Targets

A target is always a person; it is never an institution or elected body.
- Who has the power to give you what you want?
- What power do you have over them?

2 Secondary Targets
- Who has power over the people with the power to give you what you want?
- What power do you have over them?

Organizing and Implementing a Policy Campaign

TACTICS

1   For each target, list the tactics that each constituent group can best use to make its power felt.

Tactics must be:

- In context
- Flexible and creative
- Directed at a specific target
- Understandable to the membership
- Backed up by a specific form of power

Tactics include:

- Media events
- Actions for information and demands
- Public hearings
- Strikes
- Voter registration and voter education
- Lawsuits
- Accountability sessions
- Elections
- Negotiations

FOR MORE INFORMATION ON COMPLETING THIS WORKSHEET, REFER TO PAGE 35 OF THIS GUIDE.
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