

Introduction to Policy Development in Health Promotion Practice

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Nimira Lalani, MSc

Health Promotion Field Support Specialist: Policy and
Planning



Learning objectives

At the end of the session, participants will be able to:

1. Identify the different steps in the policy development Process.
2. Understand what is involved in each step.
3. Be aware of our policy resources.
4. Think about how these steps can be applied to your own situation.

Outline

- Definition and rationale for policy
- Why policy is important in health promotion
- Types of policies
- Our Roadmap for Policy Development as applied to a case study
- Summary of key success factors
- Take home messages
- Useful resources

What is policy?

- A principle, value or course of action which guides decision-making
- Can specify expectations, regulations and guides to action
- Can be informal (e.g. house rules) or more formal (e.g., healthy schools and workplaces)
- Can contribute to a fairer society by providing more equitable access to the determinants of health (e.g., income, housing, etc.)
- **Very important: has a consequence for non-compliance and some method of enforcement**

What a policy is NOT

- Position statement/paper
- Guideline
- Recommendation

- A policy may BEGIN as one of the above

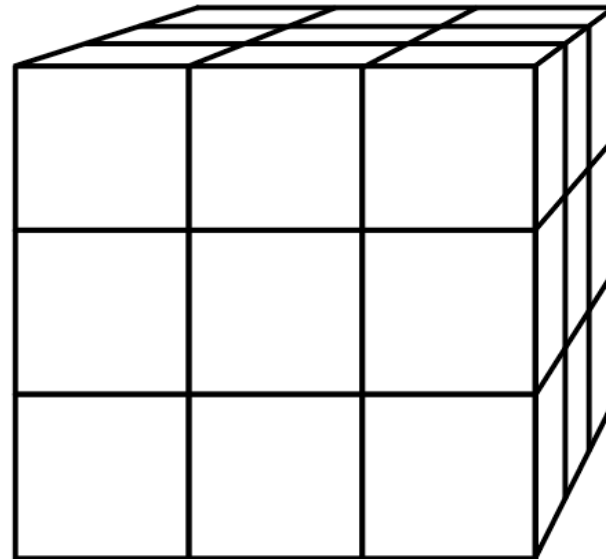
Aspects of a “good” policy

- It works!
- **economically** feasible
- **politically** acceptable
- **socially** acceptable
- administratively **and** technologically possible

Comprehensive approach to health promotion

Risk Factors

Tobacco Use/Exposure
Physical Inactivity
Unhealthy Eating



Settings

Schools
Worksites
Health Care Settings
Homes
Food Establishments
Community-at-Large

Approaches

Awareness Raising
Education and Skill Building
Environmental Support
Policy

Audiences

Children
Youth
Cultural Groups
Women

Why take a policy approach?

- Awareness & educational programs may be short-lived when designated funds are no longer available, but policies, once implemented are much harder and slower to change ... more **sustainable**.
- Because they are harder to change, they can often **withstand changes** in politicians / decision makers.

Why take a policy approach?

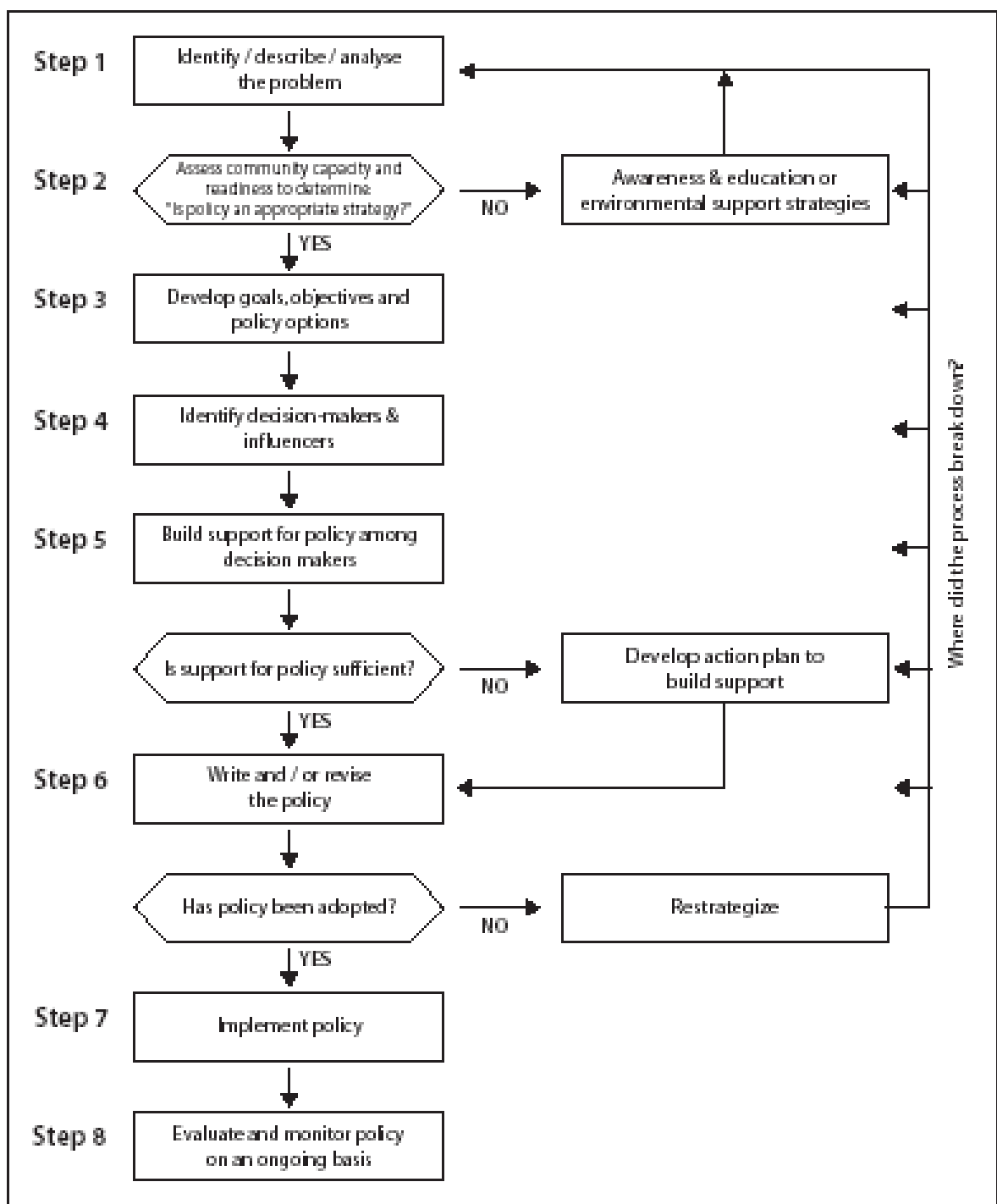
“If we rely solely on a strategy of providing information, we not only abandon our communities by not providing real support for change, but lose our voice in shaping the social, political and economic contexts in which the information is given” (Wallach, Dorfman, Jernigan & Themba, 1993: 26-27)

Impact of policy

**A 10% increase in the price of cigarettes
decreases consumption
about 4% among adults,
and up to 14% among youth.**

Health Canada

Our Roadmap for Policy Development



Case study: Guelph Soccer's Tobacco-Free Policy

- Partnership between Wellington-Dufferin-Guelph Public Health and Guelph Soccer
- Purpose: To develop, promote and evaluate a tobacco-free policy for the summer 2010 soccer season
- To access a summary of the resource, go to: <http://www.ptcc-cfc.on.ca/english/Resources/Resource-Search/Resource/?rid=12402> or call the Program Training and Consultation Centre at 1.800.363.7822

Step 1: Describe the problem

The purpose of the first step is to identify and describe the problem.

Specifically, you want to consider:

- Cause of the problem
- Impact of the problem
- Possible solutions

Step 1 is really important!

“If I had one hour to save the world, I would spend the first 55 minutes defining the problem” – Albert Einstein

Application to case study

- Cause of the problem – smoking or being exposed to second-hand smoke affects the health and well-being of youth in sports and recreation and can predispose people to taking up smoking, increasing their risk of cancer later on
- Impact of the problem – exposure to second-hand smoke is dangerous to health
- Possible solutions – contribute to a tobacco-free sport and recreation environment

Step 2: Assess Readiness for Policy Development

- The purpose of this step is to determine whether or not to proceed with a specific policy development strategy. This decision should be based on whether:
 - Your community is ready
 - Your organization is ready
- It may be that more education is necessary (externally and/or internally)

Assessing readiness

- **Community**

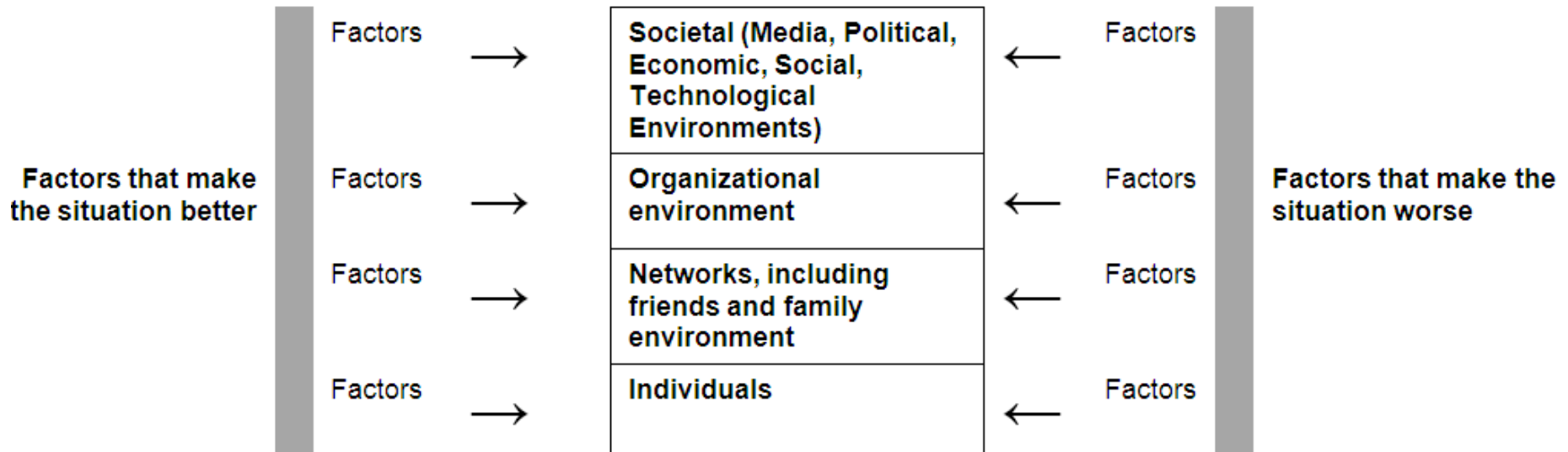
- Who is supportive or unsupportive?
- What is public opinion?
- Who would care/be affected, in what way?
- Has there been education/awareness/media attention already about the issue?

- **Organization/Partnership**

- Does it fit with your mandate?
- How much time/resources do you have?
- Will you play a lead or support role?
- Who else can lead or support you?

Example of analyzing your influences: Force Field Analysis

What are the influences on the situation?



Application to case study

- Community readiness
 - It fit with the tobacco-free and sports and recreation movement
 - Parents wanted the issue tackled
 - A seed grant was received to promote their new policy
- Organizational readiness:
 - WDGPH and Guelph Soccer were both independently ready to address this issue and developed a strong partnership

i.e., there was broader external support, funding, staffing and internal organizational support – they were ready!

Step 3: Develop Goals, Objectives and Policy Options

- The purpose of this step is to provide a clear sense of direction for your policy
- In setting policy goals, consider:
 - What aspect of a health issue/problem you want to address
 - What your policy can realistically achieve over the short and long-term
- SMART objectives – how much of what should be done to (whom) by when

Application to case study

- **Goal:** To develop, promote and evaluate a tobacco-free policy.
- Three **target populations** for the policy: non-smoking parents (who are possibly coaches); non-smoking coaches & SROs; and non-smoking children & youth.
- **Objectives**
 1. To increase awareness and understanding of tobacco-free sports & recreation by more than 4000 Guelph Soccer members between April and August.
 2. To increase awareness and understanding of tobacco-free sports & recreation by other teams between April and August.
 3. To increase awareness of seed grants.

Step 4: Identify Decision-makers and Influencers

- The purpose of this step is to decide which decision-maker(s) will be the focus of your support-building efforts
- Might be one person, could be a group of people, could be a hierarchical series of people
- Who tends to influence their decisions?

Application to case study

- Decision makers were Guelph Soccer's Board of Directors
- Influencers: Guelph Soccer's Executive Director, Program and Volunteer Coordinator (both developed the tobacco-free policy)

Step 5: Build Support for a Policy

- The purpose of this step is:
 - To choose communication channels and vehicles through which you will try to persuade decision-makers to proceed with policy development
 - To develop the content, or messages, that are put forth using those communication methods.

Types of decision-makers

- **Status-oriented decision-makers** – highly concerned about generating positive media coverage and/or avoiding unfavourable coverage (e.g., politicians)
- **Mission-oriented decision-makers** – hold strong views about what their department should be doing (e.g., managers, CEOs)
- **Process-oriented decision-makers** – most concerned with serving their “clientele” or constituency (e.g., service providers)
- May want to tailor approaches to suit the type of decision-makers you want to influence

Tactics for influencing decision-makers

- Identify type of decision-maker (media, public)
- Identify type of approach, including:
 - Editorial letters and Op-Eds (Media tactic)
 - Media Advocacy
 - Briefings
 - Etc.

Application to case study

- Guelph Soccer largely relied on the use of low profile, media to influence the decision-makers (their BoD). For example, used email to communicate the policy to the Board
- Promotion within the broader community:
 - Radio and newspaper ads
 - Promotional postcards
 - Media releases

Step 6: Write and Revise the Policy

- The purpose of this step is to collate and analyze the information from earlier steps into a draft policy
- Written policies usually have the following components:
 - Preface or preamble describing the purpose of the policy
 - Policy goals and objectives (often incorporated into the preface)
 - Description of policy components
 - Procedures for dealing with non-compliance
 - Plan for promoting and disseminating the policy
 - Plan for monitoring and evaluating the policy

Application to case study

GUELPH SOCCER'S TOBACCO-FREE POLICY

Note: Under the Smoker-Free Ontario Act (SFOA), smoking, or holding lit tobacco, is banned on all elementary & secondary school properties in Ontario.

Tobacco-Free Policy

- Effective Date: May 1st, 2010
- Dated: April 13th, 2010
- Signature: Aaron MacGillivray
- Position: President

Guelph Soccer's Tobacco-Free Policy

Commitment:

- Guelph Soccer recognizes that there is ample research demonstrating the health hazards of the use of tobacco products, including smoking and the breathing of second-hand smoke.
- Soccer is a healthy sport and as such we have a responsibility to the players, participants and the community to demonstrate healthy choices.
- Guelph Soccer has therefore developed this policy in the best interest of the health & safety of the players, participants, and the general public.

Guelph Soccer's Tobacco-Free Policy

Policy:

- All games, activities, tournaments, competitions, practices, training sessions, events and other performances sanctioned by our organization will be tobacco-free. Tobacco free means no smoking, snuffing, dipping, or chewing tobacco by players/participants, coaches/leaders, parents, spectators and officials within 9 metres (30 ft.) of any Guelph Soccer activity.

We will promote the tobacco-free policy at all our activities by:

- Having coaches explain the policy to players/members and provide parents with a letter to review and share with others who may come to their game, practice or tournament, etc.

Step 7: Implement the Policy

- ✓ Have you identified and analyzed the issues your policy needs to address?
- ✓ Do you have enough info about these issues to justify and support the implementation of the policy?
- ✓ Are your policy goals reasonable and policy objectives measurable?
- ✓ Do you have enough support from your decision-makers?
- Link to the pre-requisites you need to consider:
http://www.thcu.ca/resource_db/pubs/539372877.pdf (page 59)

Application to case study

- Enough evidence to support need for a policy
- Sufficient support from many quarters for the policy (e.g. partnership)
- Goals and objectives were measurable
- Timeline tight but doable
- WDGPH Communications Specialist monitored media for any negative coverage

Step 8: Evaluate & Monitor

- The purpose of this step is to develop and manage an ongoing system for evaluating the long-term effectiveness, feasibility and support for a policy.

Application to case study

- WDGPH developed an evaluation plan with Guelph Soccer
- Two main evaluation objectives:
 1. How successful were the policy implementation activities in raising awareness of the policy?
 2. How receptive was Guelph Soccer membership to the policy?

Application to case study

Each project objective had measurable indicators. Example:

- Objective - To increase awareness of Guelph Soccer's tobacco-free policy by parents, coaches, children, and youth
- Indicator - Number of survey respondents who acknowledge they are aware of the policy and understand the policy

Summary of key success factors from case study

- The development of mutually beneficial partnerships (Guelph Soccer and WDGPH) – **readiness (Step 2)**
- The Play, Live, Be....Tobacco-Free Seed Grants – **readiness (Step 2)**
- Champions (Guelph Soccer's ED and Program and Volunteer Coordinator) – **identify decision-makers and influencers (Step 4)**
- Distribution of promotional items at large scale events - **support for policy (Step 5) and policy implementation (Step 7)**

Take home messages

- Policies have the potential to bring about long-term, sustainable change
- Developing a policy requires attention to wider environment and an honest appraisal of readiness; other approaches are sometimes better
- Policies don't have to be all-or-nothing: you can develop small policy “incremental steps” and then evaluate
- Policy development is often non-linear, but the THCU's steps can provide a useful guiding framework



**Don't try to save time by
cutting corners!!!**

Resources



Policy resources

- Developing Health Promotion Policies Workbook - http://www.thcu.ca/resource_db/pubs/539372877.pdf
- Media Advocacy Workbook - <http://www.thcu.ca/infoandresources/publications/ma%20workbook%20v104.pdf>
- Policy Development At a Glance - http://www.thcu.ca/resource_db/pubs/489887946.pdf

Policy resources: Not ours, but also good!

- The Development and Promotion of Guelph Soccer's Tobacco-Free Policy: Key Success Factors and Lessons Learned from Practice (Program Training and Consultation Centre) - <http://www.ptcc-cfc.on.ca/common/pages/UserFile.aspx?fileId=104052>
- The Development of a Smoke-Free Housing Policy in the Region of Waterloo: Key Success Factors and Lessons Learned from Practice (Program Training and Consultation Centre) - <http://www.ptcc-cfc.on.ca/common/pages/UserFile.aspx?fileId=104038>
- Leadership for Healthy Communities: Advancing Policies to Support Healthy Eating and Active Living
<http://www.leadershipforhealthycommunities.org/index.php?option=content&task=view&id=355>

Policy resources (cont'd)

- Addressing Healthy Eating and Active Living: A Community Level Policy Scan (2nd edition), <http://www.ptcc-cfc.on.ca/common/pages/UserFile.aspx?fileId=103969>
- Canadian Centre for Policy Alternatives: <http://www.policyalternatives.ca/>
- Toolkit to Healthier Communities – Influencing Healthy Public Policies (Ontario Chronic Disease Prevention Alliance) – www.ocdpa.on.ca
- Cancer View Canada (Canadian Partnership Against Cancer) - http://www.cancerview.ca/portal/server.pt/community/prevention_policies/464/prevention_policies_directory

Our Consultation Service

- Free to those working on Ontario-focused projects
- Scope varies, depending on need:
 - ❖ Training sessions;
 - ❖ Brief, one-time advice;
 - ❖ Review your work or product;
 - ❖ Hands-on assistance working through the steps;
 - ❖ Links to other sources of information and resources.
- Consultation request form:

http://www.thcu.ca/consultation/request_form.cfm

Upon-request workshops

- All of our workshops are available upon request for groups as small as 30 and as large as 50.
- Any coalition or agency can partner with THCU to host a workshop in their community.
- We provide the facilitators at no cost and will work with you to help tailor, organize and promote the event.
- Service request form:

http://www.thcu.ca/consultation/request_form.cfm

QUESTIONS?

Public Health Ontario wishes to acknowledge and thank THCU staff and many partners who contributed to an earlier version of this document. THCU (originally known as the Health Communication Unit, started in 1993 at the University of Toronto) moved to Public Health Ontario's Health Promotion, Chronic Disease and Injury Prevention Department in 2011.

