



THE HEALTH COMMUNICATION UNIT
at the Dalla Lana School of Public Health
University of Toronto

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Developing Health Promotion Policies

Interactive Webinar
(2 hours)

Facilitator:
Nancy Dubois




Introductions



- **Facilitator**
 - Bio at www.thcu.ca
- **The LiveMeeting Technology**
 - polling feature
 - chat function
 - mood
 - questions
- **Webinar Courtesy**
 - mute (music) / quiet
- **Screen Display**
 - Visible?
 - access slides from our blog at:
<http://www.thcu.ca/blogs/lc/?cat=22>
 - Size
 - Materials on blog
- **Participant Roll Call**
 - Anyone not on LM?
 - Groups of people?
- **Participation** – pass if you like

Agenda Overview



- Introduction to the topic of Policy
- The Roadmap Model – 2 areas of focus
 - Policy Options – deciding how to proceed (setting priorities)
 - Persuasion Tactics for Influencing Decision-Makers
- Additional Resources
- Summary

Introductory Task



- Pairs practice with chat feature to introduce themselves to their partner & identify current health promotion policies affecting home, organizational, local government settings.



Policy



Is ...

- Enforceable
- Required
- "consequence for non-compliance"
- Equitable
- Sustainable
- Incentive-based (punitive or positive)

Is not ...

- a guideline
- a recommendation
- only government oriented
- always seen as positive (infringing on rights)

Four types of policies (inter-related)



- **Legislation** – no pop machines in schools
- **Fiscal measures** – discount gym membership for employees
- **Taxation** – tax credits for money spent on children's physical activities
- **Organizational change** – Allow flex-hour policies to accommodate exercising at lunch-time

Aspects of a “good” policy



- **economically** feasible
- **politically** acceptable
- **socially** acceptable
- **administratively and technologically** possible

Links to new Ontario Public Health Standards



Priority Populations

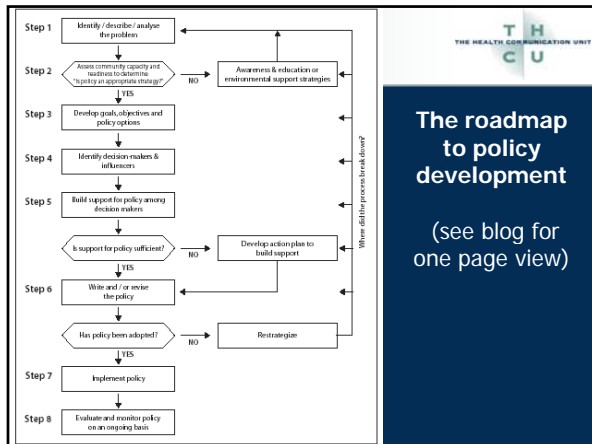
- identify and work with local **priority populations** identified by surveillance, epidemiological, or other research studies
- They are those populations that are at risk & for whom public health interventions may be reasonably considered to have a substantial impact at the population level.

Often, priority populations are those in the most inequitable situations – and policy is a very effective method of addressing these DOH.

From the group ...



- Initiatives you are involved in (or have been) that are policy-based? Or have the potential to be?
 - macro level – societal, governmental
 - meso level – organizational
 - micro level – neighbourhoods, homes
- How do the skills related to policy work differ from those related to other health promotion strategies (e.g., awareness campaigns)?



Overview

- Rectangles denote decision points
- Appears more linear that is truly the case often (snakes & ladders)
- Very partnership oriented; collective action; avoid "special interest group" tag

Step One: Describe the problem

- Cause of the problem
- Impact of the problem
- Possible solutions – is policy even one of them?

Problem-Solving Framework

From Community Action Pack: Leadership, Health Canada (Fitness and Amateur Sport), 1986. Reproduced with permission of the Minister of Supply and Services Canada, 1997.

Step Two: 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
 - Your partners are ready
- It may be that more education is necessary (internally and/or externally)

Stages of Community Readiness

http://www.triethnccenter.colostate.edu/docs/CR_Presentation.pdf


STAGE	DESCRIPTION
1 No Awareness	Issue is not generally recognized by the community or leaders as a problem (or it may truly not be an issue).
2 Denial/Resistance	At least some community members recognize that it is a problem, but there is little recognition that it might be a local problem.
3 Vague Awareness	Most feel that there is a local problem, but there is no immediate motivation to do anything about it.
4 Preplanning	There is clear recognition that something must be done, and there may even be a committee. However, efforts are not focused or detailed.
5 Preparation	Active leaders begin planning in earnest. Community offers modest support of efforts.
6 Initiation	Enough information is available to justify efforts. Activities are underway.
7 Stabilization	Activities are supported by administrators or community decision makers. Staff are trained and experienced.
8 Confirmation/Expansion	Standard efforts are in place. Community members feel comfortable using services, and they support expansions. Local data are regularly obtained.
9 High Level of Community Ownership	Detailed and sophisticated knowledge exists about prevalence, causes, and consequences. Effective evaluation guides new directions. Model is applied to other issues.

Step Three:




Develop Goals, Objectives, Policy Options

- The purpose of this step is to:
 - Define clear goals and outcome objectives for the policy development initiative
 - Generate a list of policy options that you want the decision-maker/s to consider



Setting Goals & Objectives



- Consider using NCCMT/THCU's On-line Health Program Planner
 - www.thcu.ca
 - Result of working through the steps is a Logic Model that is created for you (YEAH!!!!)
 - Webinars on this topic specifically
- Ensure common understanding across partners of these terms
- Look to writing OUTCOME as well as PROCESS objectives



New from THCU and NCCMT...

The Online Health Program Planner (OHPP)



*Evidence-informed planning with ease.
Interactive. Flexible. Intuitive.*

What kind of planning support do you need?

From start to finish, I need help to plan my program in a systematic, evidence-informed way.	→	<p>Explore THCU's 6-step program planning model.</p> <p>The OHPP includes a workbook, worksheets, evidence to support decision-making, practical tips and recommended resources for each step.</p> <p>- Check it out</p>
I want to create a logic model .	→	<p>Goals, audiences, objectives, activities, resources and indicators. Enter your decisions. Produce the logic model.</p> <p>- See a completed example</p>
I am interested in a painless way to write complete outcome objectives .	→	<p>A few clicks in our Objective Builder menus and you've got a complete outcome objective.</p> <p>Tailor the objective or write your own with the Freehand Writer Editor. It's easier than ever.</p> <p>- Try the Objective Builder</p>

 **Establishing the Policy Options** 

- Readiness to address one topic (e.g., SA) or many (e.g., Workplace Wellness)
- Phased-in approach or “one-shot” deal (e.g., Mental Health policy in the workplace – or start with Work/Life Balance)
- Enough micro level success (e.g. 1 school) before addressing higher level (e.g. School Board)
- Link back to the problem analysis
- Need to be sure that all involved support this
- This will form the basis for you campaign message
- Evidence of effectiveness

 **Establishing the Policy Options (2)** 

- Go back to your problem analysis for ideas
- Look for ones where partners may be already involved or interested
 - Drug Strategy recipient
 - OCDPA Common Messages
 - http://www.ocdpa.on.ca/rpt_CommonMessages.htm
 - Alcohol
 - Mental Health
 - Community Planning Tables & Local/Provincial initiatives of Healthy Community Fund

Generate list of Policy Options



- **Objective:** To decrease the # of absences related to mental illness in workplace x by 20% over the next year.
- Create a staff position & associated budget to create & manage a staff recognition program
- Allow 3 "mental health days" annually
- Allow staff sick time to be used for family illness
- Adapt the EAP to include better access to mental health counselling services & supports

Criteria to select policy options (1)



- Is there evidence that this option will effectively reduce or eliminate the identified problem?
- Is the community likely to support this option?
- Will key partners support this option?
- Is there a need to advocate for all policy options at once or phase in the options over time?

Criteria to select policy options (2)

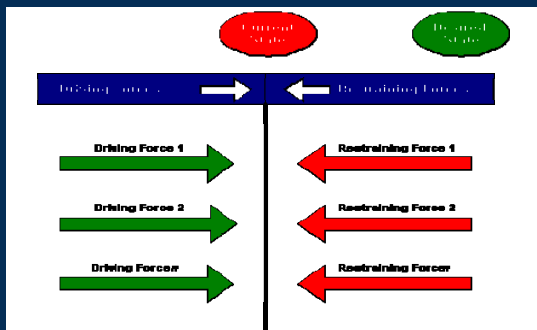


- Has there been any micro level success (e.g. in one school) before addressing higher level change (e.g. School Board)
- Where is there momentum already happening in your or other communities on which to build (e.g. a [HSFO Community Advocacy Grant](#) has been awarded)?
- Is there an opportunity to align with or support provincial (e.g. [OCDPA](#) messaging) or national
- Need an early success?

TASK:

- In pairs, use your assigned tool (either Paired Comparison Analysis or Force Field Analysis), and the criteria to decide among the four provided policy options related to the built environment and physical activity.
- All on one page – posted after this slide.
- Outcome – your thoughts on how the priority-setting tool worked.

Force Field Analysis



Step Four: 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 hierarchal series of people
- Who tends to influence their decisions?
 - Diffusion / Social Network Analysis

Step Five: 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.

Possible Policy Strategies



MEDIA INTERPERSONAL EVENTS

- | | | |
|----------------------------------|-----------------------------|-----------------|
| * letter writing | * telephone campaign | * public forum |
| * press conference | * debriefing sessions | * marches |
| * mass media (billboards, radio) | * deposition / presentation | * demonstration |
| * petition | * one-on-one meetings | * elections |
| * posters, pamphlets | * others? | * others? |
| * others? | | |

Communication vehicles vary in level of profile



Low Profile	Medium Profile	High Profile
Largely phone or face-to-face		Largely mass media; presentations; print
<ul style="list-style-type: none"> • Quiet negotiation • Meet civil servants • Share information • Non-public briefs 	<ul style="list-style-type: none"> • Meet civil servants • Public briefs • "Feed" supporters info • Appear at committees • MPP visitations • Alliances • Letters to newspapers • Letters to MPPs 	<ul style="list-style-type: none"> • Public criticism • P.R. and ad campaigns • Work opposition • Release information • Letter writing • Demonstrating at rallies

Before Message Content



- Make sure you understand your audience.
 - the decision-maker(s)
 - those who influence them

How will you get buy-in?



- What persuasion tactics can you use in your communication?

Influencing Decision Makers



Demonstrate that ...




- progress is possible
- collective action cannot be avoided
- participation is beneficial to all parties
- proven tools & methods are readily available
- short-term successes will be apparent
- the credibility & influence of various sources are well established

Need Evidence For... T H
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- Understanding the issue ("That's What"):
 - causes
 - patterns
 - History
- Demonstrating importance & relevance of the issue ("So What")
- Showing feasibility/effectiveness of the proposed response ("Now What")

Persuasion Tactics T H
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- Reciprocation
- Commitment and Consistency
- Social Proof
- Liking
- Authority
- Scarcity



Source: Robert Cialdini. **Influence: The Psychology of Persuasion** (Revised Edition). New York: William Morrow and Co. 1993.

- <http://www.20daypersuasion.com/self-help-video-030608.htm>

Examples: Yes! 50 Scientifically Proven Ways to be Persuasive". T H
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ISBN-10:1-4165-7096-9

- "operators standing by"
- Hotel towel re-use
 - # of other guests who do
 - more effective if people from their same room
 - "joint countless others"
 - will make a donation to NFP
 - have already made a donation on behalf of guests
- Crying Indian PSA
 - <http://www.youtube.com/watch?v=k197LOJof9Q>
- "4 years ago 22 million women did NOT vote"

Influencing Task



- In the same pairs, with scenario provided, develop 1-3 points using the tactic you have been assigned:
- **Scenario:**
 - You are the spokesperson for a municipal Physical Activity Network, addressing municipal counselors requesting that they create a pedestrian and bicycle master plan to develop a long-term vision for walking and bicycling in the community.
- One pair on each tactic to share their ideas.

Step Six: Write and/or Revise the Policy



- This step is the policy-writing phase and involves defining the specific logistical and often legal details about a policy.
- Want to avoid loopholes, ensure the integrity of the aspects that will truly affect the problem, discuss enforcement, communication, and monitoring/evaluation.

Elements of a typical policy ~



- All policies should include the following:
 - Rationale, goals, objectives
 - Definitions
 - Components
 - How the policy is implemented (regulations, sanctions, procedures for dealing with failure to comply)
 - Communication, signage and dissemination plans, and
 - A plan for monitoring and evaluating the policy.

Step Seven: Implement the Policy



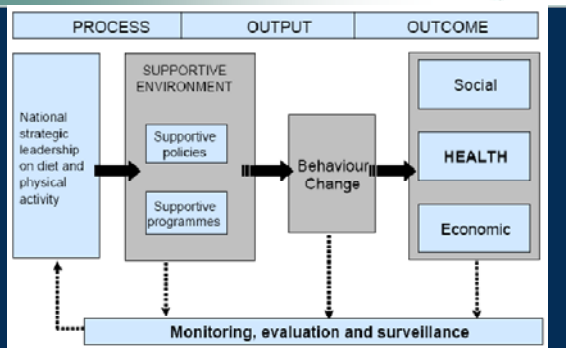
- The purpose of this step is to ensure all pre-requisites are in place for policy implementation, and then implement the policy.

Step Eight: 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.

WHO Framework: Monitoring and Evaluation of Policies ⁸



Summary & Wrap-up

- Reflections on applicability to your work
- On-line evaluation form arriving shortly
- Any "Bike Rack" items for the blog

Resources



THCU on Policy 

- Developing Health Promotion Policies Workbook
- Making the Case (for health promotion) Presentation
- Media Advocacy Workbook
- Policy Development At a Glance
- Webcast on alcohol policy development at Queens (Larry Grand, guest speaker)


http://www.thcu.ca/infoandresources/policy_resources.htm

**Policy resources:
Not ours, but also good!** 

- National Collaborating Centre on Healthy Public Policy
• www.ncchpp.ca
- Advocacy Strategy: Deliberate and Strategic Use of Information to Influence Decision-Making
<http://www.opha.on.ca/resources/a-d.html#advocacy>
- Canadian Policy Research Network: <http://www.cprn.ca/>
- Canadian Centre for Policy Alternatives:
<http://www.policyalternatives.ca/>
- More Than a Message: Framing Public Health Advocacy to Change Corporate Practices. Health Education and Behavior, 32(4):320-336, June 2005. Dorfman, L., Wallack, L., Woodruff, K. (and other publications by Lori Dorfman)


**Policy resources:
Not ours, but also good!** 

- 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>
- Advocacy Strategy: Deliberate and Strategic Use of Information to Influence Decision-Making
<http://www.opha.on.ca/resources/a-d.html#advocacy>
- Canadian Policy Research Network: <http://www.cprn.ca/>
- Canadian Centre for Policy Alternatives:
<http://www.policyalternatives.ca/>
- APOLNet – www.apolnet.ca

**Blog/
THCU's Online Learning Community** 


- Where we can continue today's learning
- <http://www.thcu.ca/blogs/lc/>

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THCU's Consultation Service 

- Free to those working on Ontario-focused projects.
- Scope varies, depending on need:
 - short training sessions;
 - brief, one-time advice;
 - review your work or product;
 - hands-on assistance working through our step models;
 - links to other sources of information and resources.
- Consultation request form
http://www.thcu.ca/consultation/request_form.htm
- Sample consultations <http://www.thcu.ca/consultation.htm>

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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.htm
- We require at least three months' notice to plan and deliver a workshop.

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Brought to you by THCU....



- Case Study Series:
 - Planning, evaluation, health communication
- What We're Reading:
 - Recommended and summarized resources
- Literature search results:
 - Completed to support our client consultations
- All available at <http://www.thcu.ca/infoandresources.htm>
- THCU's Online Learning Community:
 - Questions generated from our clients, answers generated by THCU and colleagues <http://www.thcu.ca/blogs/lc/>

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THCU in collaboration with OHPRS



- Health Promotion 101
 - This free, online course helps people familiarize themselves with essential health promotion concepts. <http://www.ohprs.ca/hp101/main.htm>
- Online Proposal Writing Course
 - The purpose of this online course is to help both newbies and veterans prepare a coherent and effective proposal. <http://www.thcu.ca/ohcc-thcu-proposal-writing-course/>
- Ontario Health Promotion Email Bulletin
 - Information exchange among Ontario practitioners.
 - Announcements and events distributed weekly.
 - Feature articles are distributed every second week.
 - The bulletins go out every Friday afternoon. www.ohpe.ca

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A big thank you to



- Ontario Agency for Health Protection & Promotion
- THCU colleagues
- Our workshop participants



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