The “How” of Policy and Practice Change

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http://www.facebook.com/PreventionInstitute.org

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Objectives

- Recognize the importance of policy, systems, and organizational practice change strategies

- Understand key elements in planning policy and organizational practice change efforts

- Have the tools, resources and knowledge to engage in policy and organizational practice changes
What’s Health Got To Do With It?
**Baby Carrots: Eat 'em Like Junk Food™**

**Challenge**

If you’re going to take on junk food, you have to be willing to fight on their turf. So what better place to challenge snacking behavior than at vending machines?

**Solution**

“Eat ‘em like junk food” branded vending machines featured three junk-food-style bags and were installed in two high schools alongside the usual vending machines. At 50 cents per bag, the baby carrots provided stiff competition to the real junk food and sold out of carrots in all machines within the first day.

**Results**

Baby carrots vending machines generated nearly 63 million media impressions, including NPR, New York Times, Fox News and even Saturday Night Live. The response promptedthouse Farms to devote a team to install baby carrots vending machines nationwide.
YOUNG LUNGS AT PLAY!

This is a Tobacco-Free Zone
The Spectrum of Prevention

Influencing Policy & Legislation

Changing Organizational Practices

Fostering Coalitions & Networks

Educating Providers

Promoting Community Education

Strengthening Individual Knowledge & Skills
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One Key Fact:

Useful policy is often developed locally.
The HOW of Local Policy
RESOLUTION NO. 2011-414

Adopted by the Sacramento City Council

July 12, 2011

RESOLUTION SUPPORTING THE HEALTHY EATING, ACTIVE LIVING (HEAL) CITIES CAMPAIGN

BACKGROUND:

WHEREAS, in 2004, the League of California Cities adopted an Annual Conference resolution to encourage cities to embrace policies that facilitate activities to promote healthier lifestyles and communities, including healthy diet and nutrition, and adoption of city design and planning principles that enable citizens of all ages and abilities to undertake exercise; and

WHEREAS, the League of California Cities has a strategic goal to promote and develop safe and healthy cities; and

WHEREAS, overweight, obesity, and physical inactivity takes a tremendous toll on the health and productivity of all Californians; and
Types of Policy

Organizational
- Policy Manual & Standards
- Codes of Ethics
- Tenure & Appointment Articulation Agreements

Regulatory
- Administrative Rules
- Regulations
- Executive Orders

Fiscal
- Annual Budget Acts & Regulations

Legislative
- Bills
- Laws/Referenda
- Constitution

Legal
- Court Decisions

Slide courtesy of W. K. Kellogg Foundation
Joint Use of Facilities
Falling out of favor

San Jose city libraries will soon stock their vending machines with lower-fat snacks.

In with the new: healthier snack options

- Baked Doritos
  Calories: 110
  Total fat: 1.5g

- Granola bar
  Calories: 180
  Total fat: 6g

- Salted peanuts*
  Calories: 170
  Total fat: 15g

- Multigrain chips
  Calories: 140
  Total fat: 0g

Out with the old: banned snacks

- Potato chips
  Calories: 230
  Total fat: 15g

- Cookies**
  Calories: 370
  Total fat: 19g

- Chocolate bar
  Calories: 290
  Total fat: 15g

- Cheese snacks
  Calories: 160
  Total fat: 10g

Source: Frito-Lay, Netgrocer.com and product labels; photos by Josie Lepe

* For 28-gram packages; ** Entire package
Venues for Action

- Public Health Advisory Board
- Planning and Design Commission
- Sacramento Area Council of Governments (SACOG)
- Sacramento Unified School District
- Sacramento County Board of Supervisors
- City of Sacramento – City Council
Can We Do Policy?
We Can Do It!
Assess Your Organization

- Understand your capabilities and limitations to do policy work
- Assess your resources – such as staff, money, training, etc.
- Advocacy vs. Lobbying
Advocacy vs. Lobbying
## Advocacy vs Lobbying

<table>
<thead>
<tr>
<th>Advocacy</th>
<th>Lobbying</th>
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</thead>
<tbody>
<tr>
<td>- Education</td>
<td>- Influencing legislation, regulation, funding</td>
</tr>
<tr>
<td>- Facts</td>
<td>- Actions aimed at influencing public officials to promote or secure passage of specific bill or funding</td>
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<tr>
<td>- Bi Partisan</td>
<td>- A paid representative for a particular org</td>
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<tr>
<td>- Balanced</td>
<td></td>
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<tr>
<td>- No call to action</td>
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<tr>
<td>(position not taken)</td>
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<tr>
<td>- Activities that defend,</td>
<td></td>
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<tr>
<td>support or maintain a</td>
<td></td>
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<tr>
<td>cause</td>
<td></td>
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<tr>
<td>- Usually broad issues</td>
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*Slides courtesy of Sue Gallagher, MPH, Public Health and Family Medicine, Tufts*
More Ways to Influence Policy

- Write letter of support
- Provide statistics for their district
- Provide analysis of a bill
- Provide testimony for a legislative hearing
- Assist in developing model legislation
- Provide a one page briefing following a media report
- Provide testimony for a legislative hearing
- Organize community partners to visit chairs of legislative committees with program staff
- Invite participation in a press conference
Additional Resources

- **Anti-Lobbying Restrictions for CDC Grantees**
  
PART 1: Develop a Policy Strategy

PART 2: Develop Key Partners

PART 3: Back Up Your Case

PART 4: Plan for Implementation
PART 1
Develop a Policy Strategy

- Determine your specific policy goal
- Determine whether a new policy is needed
- Assess political will and feasibility
- Formulate your political strategy
- Determine jurisdiction responsible
- Link with experienced policy advocates
Determine Your Specific Policy Goal

- Develop a realistic and impactful policy goal
Determine Whether a New Policy is Needed

- Research existing policies
Assess Political Will & Feasibility

- What is the political climate?
- Can your policy get approved?
Voter Poll: “I would support a…”

...1% tax for sidewalks. . . . . . . . . . . . . . . 42%

...2% tax for parks. . . . . . . . . . . . . . . . . . . 49%

...3% tax for parks and sidewalks. . . 57%
"We realized that by bundling the two issues together, we could garner more support and this was critical to our success."

Jim Lazar,
Member of City Council-Appointed Steering Committee
Overseeing Implementation
Link with Experienced Policy Advocates

- Garner lessons learned from experienced policy advocates

- Learn about the legislative process and strategies to advance your specific policy goals

- Develop a strategic plan
PART 2
Develop A Strong Base of Support

- Engage the community
- Identify a Policy Champion
- Understand Your Opponents
- Develop Local Partners and Supporters
Community Engagement

Bakersfield, CA
Community Engagement

Sacramento, CA

La Familia COUNSELING CENTER, INC.
Identify a Policy Champion in Government
Identify a Policy Champion
Identify a Policy Champion
Techniques to be Effective

- Develop relationships with politicians and their staff
- Local “Meet and greet”
- Keep in touch
- Meet in person
- The “Ask” – know what you are asking

Adapted from Sue Gallagher, MPH, Public Health and Family Medicine, Tufts
Understand Your Opponents

Consider interests and values of stakeholders
Coalition to Prevent Childhood Lead Poisoning

Monroe County, NY

Photo Credit: Olivander via Flickr
Develop Local Partners & Supporters to Increase Power

Pedestrian/Bike Organizations
Environmental Groups
Faith-based organizations
PTA
Health Care Providers
Boys & Girls Clubs
Public Health
Labor Unions
Elected officials
Improving Safety and Increasing Access to Healthy Food

Denver, CO
Collaboration Multiplier Approach

1

Information Gathering

2

Collaboration Multiplier Analysis
What do we need to know about our partners?
### Phase I: Information Gathering

<table>
<thead>
<tr>
<th>Expertise</th>
<th>Assets</th>
<th>Desired Outcomes</th>
<th>Strategies</th>
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<td><strong>Public Health</strong></td>
<td><img src="image" alt="Experience in population-based interventions and collection of data on chronic disease and injury rates" /></td>
<td><img src="image" alt="Established and trusted partner within the community that can provide data and staff resources." /></td>
<td><img src="image" alt="Facilitate system and policy changes that link healthy eating active living with violence prevention efforts" /></td>
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<tr>
<td><strong>Violence Prev.</strong></td>
<td><img src="image" alt="Expertise in youth violence prevention and intervention" /></td>
<td><img src="image" alt="Decreased gang violence and increased positive opportunities for at-risk youth" /></td>
<td><img src="image" alt="Build youth leadership and connect youth to training and employment opportunities" /></td>
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<td><strong>Urban Ag.</strong></td>
<td><img src="image" alt="Knowledge on urban food system infrastructure and implementation" /></td>
<td><img src="image" alt="Strong community infrastructure for communication, involvement, outreach and education." /></td>
<td><img src="image" alt="Create mechanisms for residents to access fresh, affordable healthy foods" /></td>
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<td><strong>City Council</strong></td>
<td><img src="image" alt="Knowledge and ability to influence local policy decisions" /></td>
<td><img src="image" alt="Ability to influence the allocation of City resources for programs and services." /></td>
<td><img src="image" alt="Help leverage funds for long-term sustainability" /></td>
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Phase II: Group Analysis

**Public Health** (PH)
- **Expertise:**
  - Experience in population-based interventions and collection of data on chronic disease and injury rates
- **Desired Outcomes:**
  - Unification of collaborative efforts to address violence and chronic disease
- **Key Strategies:**
  - Facilitate system and policy changes that link healthy eating active living with violence prevention efforts

**Urban Agriculture** (UA)
- **Expertise:**
  - Knowledge on urban food system infrastructure and implementation
- **Desired Outcomes:**
  - Long-term partnerships to achieve sustainable food systems
- **Key Strategies:**
  - Create mechanisms for residents to access fresh, affordable healthy foods

**City Council** (CC)
- **Expertise:**
  - Knowledge and ability to influence local policy decisions
- **Desired Outcomes:**
  - Policies that promote health and safety in the district
- **Key Strategies:**
  - Help leverage funds for long-term sustainability

**Violence** (VP)
- **Expertise:**
  - Expertise in youth violence prevention and intervention
- **Desired Outcomes:**
  - Decreased gang violence and increased positive opportunities for at-risk youth
- **Key Strategies:**
  - Build youth leadership and connect youth to training and employment opportunities

**Shared Outcomes**

**Partner Strengths**

**Joint Strategies/Activities**
Group Analysis: Leveraging Expertise, Skills & Opportunities

- What results/outcomes can we achieve together?
- How do we leverage each other’s strengths?
- What strategies/activities do we want to jointly work together on?
- Which potential strategy/activity does each partner want to play a lead or supportive role?
Shared Outcomes

- Strong partnerships among partner organizations and community members
- Safe community gathering space: Urban farm
- Employment for youth and adults
- Increased access to healthy foods
- Institutional systems and local policies to promote health and safety
Joint Strategies

- Establish Urban Farm and Farmer’s Market
- Connect Youth and Community Residents to Training and Employment Opportunities
Public Health

**Expertise:**
- Experience in population-based interventions and collection of data on chronic disease and injury rates

**Desired Outcomes:**
- Unification of collaborative efforts to address violence and chronic disease

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Violence Prevention

**Expertise:**
- Expertise in youth violence prevention and intervention

**Desired Outcomes:**
- Decreased gang violence and increased positive opportunities for at-risk youth

**Key Strategies:**
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Urban Agriculture

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**Shared Outcomes**
- Strong partnerships among partner organizations and community members
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**Partner Strengths**
- Established trust and respect in community
- Local policy maker involvement and support
- Experience in community engagement and training
- Content expertise
- In-kind support
- Linked to broader city-wide initiatives

**Joint Strategies**
- Establish urban farm and farmer’s market
- Build youth capacity to understand goal and advocate for environmental and policy changes
- Build capacity of leaders
- Cultivate relationships and partnerships
- Connect youth and community residents to training and employment opportunities

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Elements of **Collaboration Multiplier** can be modified depending on coalition needs...
Activity
Collaboration Multiplier

- **Policy Goal 1**: Reduce exposure to in-store tobacco marketing & limit sales of tobacco products near schools.

- **Policy Goal 2**: Increase availability and affordability of healthy beverages in public and private institutional settings, workplaces, and government facilities.

- **Policy Goal 3**: Increase opportunities for physical activity through joint use agreements between municipalities, school districts and community-based organizations.
Policy Goal 1: Reduce exposure to in-store tobacco marketing & limit sales of tobacco products nears schools

Possible partners (choose 4):

- Store Owners
- Community Organizations
- Youth Advocacy Organizations
- Public Affairs Firms
- Tobacco Coalition Member Organizations
Policy Goal 2: Increase availability and affordability of healthy beverages in public and private institutional settings, workplaces, and government facilities.

Possible partners (choose 4):

- Schools
- Health Care Organizations
- Employers
- Government Facilities
- Youth Advocacy Organizations
Policy Goal 3: Increase opportunities for physical activity through joint use agreements between municipalities, school districts and community-based organizations.

Possible partners (choose 4):

- Parks and Recreation
- City Council
- School districts
- Community Based Organizations
- Youth Advocacy Organizations
Next Steps After Completion of Collaboration Multiplier

- Tailor your messages to engage different fields in achieving your goals
- Identify additional partners, outreach, and learn how they fit into the matrix
- Build and strengthen the coalition
- Develop a comprehensive strategic approach
PART 3

Back Up Your Case

- Framing the need for change
- Back up ideas with research
- Calculate costs and savings
- Using the media
Framing the Need for Change

Framing is how our minds recognize patterns of ideas, categorize them, and derive meaning.

Frames are important to advocates because they influence how people react to ideas.
"We have high rates of walking and biking, which is great...But we still have really high rates of physical inactivity. Building more compactly and filling vacant lots would solve many of the area's health and fitness issues. Public transportation is not financially feasible in spread-out areas of development. People are forced to drive, which causes social isolation leading to depression and road rage."

-Terri Duarte, Executive Director, Walk Sacramento
Making the Case
Back Up Ideas with Research

Sacramento, CA
Back Up Ideas with Research

Western Chula Vista, CA

Boys & Girls Club vacant

Concern:
“The park is hidden behind an unused building...the park would feel safer if the building was incorporated”
Age 19

Recommendations:
1. Identify a new tenant for building that will embrace & utilize the park space in conjunction with the building
2. Host activities at park and building that engages all age groups & cultures
Calculate Monetary Costs and Savings...including costs of inaction
Calculate Costs and Savings

- Calculate the savings for investing in environments that support health

Use the Media to Educate the Public & Decision Makers

...set the agenda for public debate and policy change
Prevention is key
Linda Shak, Oakland
(San Francisco Chronicle, July 30, 2009, page A-10)

Bravo to the California Public Employees Retirement System (CalPERS) for recognizing that prevention is key to preventing illness before it occurs and reducing health care costs ("Waistlines expand bottom line," Open Forum, July 20).

I hope that our national leaders take a cue from CalPERS and ensure that prevention remains a core component of health reform legislation.

Controller John Chiang and Dr. Harold Goldstein got it exactly right:

Ensuring that the places where people live, work, learn, and play support health keeps people healthy and reduces the burden on our health care system.
“The status quo is no longer acceptable. It is time to set an alternative path toward health and well-being….When a product jeopardizes the public's health, dramatically increases government costs and puts children's well-being in jeopardy, it is time to put on the brakes.” – Harold Goldstein, Sacramento Bee
“None of us really want to ride down Freeport Boulevard. We do it because we have to. We do it because it’s the fastest way to get to our school. We’ve had students hit by cars.

– Vincent Powell
(Sacramento Student)

Freeport Bike Lane Project prevails at City Council, Sacramento Press

Photo Credit: Ron Nabity
Electronic Media

- Blogs
- Social Networking Sites
- Streaming Video Sites
Plan for Implementation & Evaluation

- Ensure implementation is feasible
- Consider the impact on different communities
- Determine the enforcement mechanisms
- Ensure that policy is implemented equitably
- Plan to evaluate policy impact and disseminate results
Ensure Implementation is Feasible

Parks & Pathways
“Before the passage of this policy, there was a huge backlog of sidewalk projects. With current construction rates, this has become a 30-year achievable program.”

Jim Lazar,
Olympians for a Livable Community Committee Member
Consider the Impact on Different Communities
Determine the Enforcement Mechanisms

New York, NY
Plan to Evaluate Policy Impact and Disseminate Results