Policy Readiness Tool

Understanding a Municipality's Readiness for Policy Change and Strategies for Taking Action

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Overview of the Policy Readiness Tool

What is the Policy Readiness Tool?

The Policy Readiness Tool is a self-administered questionnaire that can be used to assess a municipality's readiness for policy change. Included with the questionnaire is a series of strategies for working with municipalities at different stages of readiness for policy change and a resource list for additional information. The purpose of the Tool is to help advocates and policy developers encourage the adoption of healthy public policy within municipalities.

Who should use the Policy Readiness Tool?

The Tool can be used by policy developers, advocates, community organizations, community members, municipalities or anyone interested in encouraging healthy public policy development.

What is healthy public policy?

A healthy public policy is any policy, such as a legislation, taxation, mandated education or fiscal incentive, which seeks to improve the health and wellness of the individuals, community or population that it impacts.[1]

What is policy advocacy?

The World Health Organization defines advocacy as a process of influencing outcomes, such as healthy public policy adoption. Policy advocacy, in particular, concentrates on public policy and resource allocation decisions at the system-level.[2]

Who developed the Policy Readiness Tool?

The Policy Readiness Tool was developed with support from the Alberta Policy Coalition for Chronic Disease Prevention (APCCP).[3] The APCCP represents a range of practitioners, policy-makers, researchers and community organizations that have come together to coordinate efforts, generate evidence and advocate for policy change to reduce the rates of cancer and other chronic diseases in the province of Alberta, Canada.

For more information on the APCCP visit www.apccp.ca.

How was the Policy Readiness Tool developed?

The Policy Readiness Tool was developed using Rogers' Diffusion of Innovation Theory.[4] First, we conducted a literature review to better understand the characteristics of different types of policy "adopters." We then compiled these characteristics into a pilot Tool to assess a municipality's readiness for policy change. The Tool was then tested with municipal representatives throughout Alberta. The Tool will continue to be evaluated by our team to assess its use in different policy environments.

Coupled with the Policy Readiness Tool are strategies that can be used to encourage the development of healthy public policy. These strategies were collected through interviews with members of the APCCP's Provincial Advisory Group, a diverse and intersectoral group with significant expertise in the use of policy to build healthier communities. Provincial Advisory Group members were asked about strategies that they use in their work with municipalities at different stages of readiness for policy change. Following the interviews, these strategies were summarized and grouped into themes to accompany the Policy Readiness Tool. A list of resources has also been provided for those looking for more information about policy development strategies.

How should the Policy Readiness Tool be applied?

The Policy Readiness Tool was designed to help encourage policy change in support of cancer and chronic disease prevention, but it also applies to the development of healthy public policy more generally (e.g., injury prevention). While the Tool was created with municipalities in mind, it may also be used with other types of governing bodies (e.g., school boards) to encourage policy change.

1. Kemm, J. (2009). Health Impact Assessment: A Tool for Healthy Public Policy. Health Promotion International, 16 (1), 79-85; Canadian Partnership Against Cancer. (2009). Environmental Scan of Primary Prevention Activities in Canada: Part 1 – Policies and Legislation. Retrieved from http://www.partnershipagainstcancer.ca/resources-publications/primary-prevention/healthy-public-policy.

2. World Health Organization. (n.d.).What is advocacy for Policy Change. Retrieved from http://www.who.int/tobacco/policy/advocacy/en/.

3. Previously known as the Alberta Policy Coalition for Cancer Prevention, the name changed to Alberta Policy Coalition for Chronic Disease Prevention on October 1, 2011.

4. Everett M. Rogers. (2003). Diffusions of Innovations Theory (5th ed). New York: Free Press.

Getting Started with the Policy Readiness Tool

The Policy Readiness Tool is divided into four key sections. It is important to review each section in the order presented to receive the full benefit of the Policy Readiness Tool.

1. **Introduction to Rogers' Diffusion of Innovation Theory**

   This section will introduce you to Rogers' Diffusion of Innovation Theory and explain key concepts underlying the Policy Readiness Tool.

2. **A Note on Policy Change**

   Review this section for recommendations on how best to apply the Policy Readiness Tool.

3. **Assessing a Municipality's Readiness for Policy Change**

   This section includes a questionnaire that you can use to identify a municipality's level of readiness for policy change (i.e., Innovator, Majority or Late Adopter).

4. **Key Strategies for Policy Change**

   This section includes key strategies for encouraging policy change. The strategies are tailored to different levels of policy readiness. A list of recommended resources is also provided in this section.

Introduction to Rogers' Diffusion of Innovation Theory

What is the Diffusion of Innovations Theory?

Diffusion of Innovations Theory is used by individuals and organizations to better understand the process of change for innovations. The concepts of innovativeness and adopter categories are central to Diffusion of Innovations Theory.[1]

What is an innovation?

An innovation can refer to a wide variety of things, such as a new idea, practice or product, as long as the item in question is considered new by the unit (e.g., individual, organization or municipality) considering its adoption.[1] For the Policy Readiness Tool, the innovation is represented by the policy (or bylaw) that municipalities are being encouraged to adopt.

A unit's level of innovation is influenced by "the degree to which an individual or other unit of adoption is relatively earlier in adopting new ideas than the other members of a system" (p. 22).[5] For example, a municipality's level of innovation is determined by whether it adopts a new policy before or after other municipalities in the same province or country.

What are the adopter categories?

Rogers' adopter categories classify potential adopters (of the innovation) based on their level of innovativeness.[5] To enhance use of the Policy Readiness Tool with municipalities, we have collapsed Rogers' five original adopter types into three categories: (1) Innovators, (2) Majority and (3) Late Adopters. To read more about Rogers' five adopter categories, refer to the Appendix.

Policy Readiness Tool Adopter Categories Defined

Innovators are described as "adventurous" and often serve as role models within their social networks. They are attracted by high-reward initiatives (e.g., policy or bylaws) and have a greater tendency to take risks. Innovators have the ability to cope with elevated levels of uncertainty associated with the innovation. They are typically willing to cope with initial problems that may accompany innovations and are able to identify solutions to these problems.

The Majority are described as "deliberate" because they require time to determine whether to adopt a new initiative. This group seldom leads the pack when it comes to adopting a new initiative and is of the philosophy that it is better to change as a group than to be one of the first to change. Considering this, the Majority tend to adopt innovations at about the same time as the average adopter.

Late Adopters are described as "traditional", and are often skeptical of new ideas and eager to maintain the status quo. They usually wait until the majority of others have adopted an innovation before implementing it themselves. Late Adopters may need to be pressured into adoption. They may also never adopt the innovation unless required to.

5. Ibid.

A Note on Policy Change

"Policy work is a long road, which requires a sustained effort. It's often about small, incremental changes and successes. But when it all comes together, the positive impact for the population as a whole is well-worth the effort." – APCCP Policy Analyst

Prior to undertaking any type of policy advocacy, it is important to recognize the complex nature of the policy change process. Policy work often involves countless actors (community members, advocates, decision-makers, municipal administrative staff, etc.), organizations and competing interests, and can take a great deal of time and energy before policy outcomes are realized.[6]

The Policy Readiness Tool was designed to help those interested in encouraging policy change to target their involvement in the often-complex policy process. Yet, it is important to remember that Rogers' Diffusion of Innovation Theory is a static model being used to describe a dynamic process. For this reason, you must remain cautious when applying the Policy Readiness Tool. Always remember to leave room to act on unexpected opportunities and to alter your strategies to respond to changes in the political, economic and moral economy.

For more information on the policy change process, refer to the resources below.

Resources

▶ Policy Change Process

General Strategies for Policy Change
Alberta Policy Coalition for Chronic Disease Prevention

A companion resource to the Policy Readiness Tool, this document outlines key advocacy strategies for working with municipalities at all stages of policy readiness.
http://policyreadinesstool.com/strategies-for-policy-change

Public Policy Development
Public Health Agency of Canada

This webpage provides a great backgrounder to policy development. It is a must read for users of the tool who are new to the policy change process.
http://www.phac-aspc.gc.ca/canada/regions/atlantic/Publications/Public_policy/3-eng.php

6.   Sabatier, P.A. (2007). The Need for Better Theories. In P. Sabatier (Eds.), *Theories of the Policy Process* (pp. 3-17). Boulder, CO: Westview Press.

Assessing a Municipality's Readiness for Policy Change

Before you work with a municipality to encourage policy change, it is important to understand the level of readiness for policy change within the municipality. This will give you a better grasp of the municipality's characteristics and will enable you to tailor your advocacy strategies to the municipality that you are working with.

Fill out the questionnaire on the following page to determine the policy readiness of your target municipality. Your responses to the questions will reveal whether the municipality you are working with is an Innovator, Majority type or Late Adopter.

Choose the most appropriate answer (A, B or C) in each row. Select the response that best describes the municipality that you plan to work with. Once you have completed the questionnaire, tally up the total number of As, Bs and Cs.

What if I am unsure about how to answer these questions?

If you are unsure as to how best to answer these questions, we suggest that you work with someone who is familiar with the municipality or who works closely with the municipality to answer the questions. This may include the chief administrative officer, city manager, mayor, a senior staff member who works within the municipality or even a resident of the municipality who is actively engaged in municipal politics. If you are still unable to answer one of the questions, leave the response section for this question blank.

Important Disclaimer:

You will notice that the questions in this section sound very similar. This was done purposely to provide you with a comprehensive understanding of your target municipality and its innovation characteristics. **Please read each question carefully.**

In addition, the questions used are a good starting point for thinking about the characteristics of the municipality you are working with and approaching the issue from a perspective that works for them. In other words, the Tool is not meant to provide you with a definitive adopter category for the municipality you are working with, rather it is a starting point for engaging the municipality.

Questionnaire for Assessing Policy Readiness

A	B	C	Response (A, B or C?)
The municipality is comfortable being among the first to try new policies and initiatives	The municipality usually goes along with other municipalities' recommendations about trying new policies and initiatives	The municipality is uncomfortable trying new policies and initiatives	
The municipality enjoys being the first in the province to try something new	The municipality prefers to try new things after seeing other municipalities successfully use them	The municipality prefers to use things it is currently using	
The municipality likes to try things that are seen on TV or read about	The municipality prefers to try things that are seen on TV or read about only after seeing other municipalities successfully use them	The municipality prefers not to try things that are seen on TV or read about until they have been thoroughly tested	
The municipality is always looking for something new to benefit its residents	The municipality sometimes looks for new things to try to benefit its residents	The municipality likes using more traditional things to benefit its residents	
If the municipality doesn't know what to do, it asks other municipalities for advice	If the municipality doesn't know what to do, it sometimes asks other municipalities for advice	If the municipality doesn't know what to do, it tries and figure it out itself	
Incentives would motivate my municipality to consider trying something new	Incentives might motivate my municipality to consider trying something new	Incentives would not motivate my municipality to consider trying something new	
It is very important to the municipality's professional reputation to be the first to try something new	It is somewhat important to the municipality's professional reputation to be the first to try something new	It is not important to the municipality's professional reputation to be the first to try something new	
The municipality likes to be the first to try new programs	The municipality prefers to wait until other municipalities use a program before trying it	The municipality likes to wait until a program is thoroughly tested before trying it	
The municipality likes to be the first in the province to try new materials	The municipality prefers to try new materials after seeing other municipalities successfully use them	The municipality is uncomfortable trying new materials	
The municipality prefers to be one of the first municipalities in the province to try new policies or initiatives	The municipality prefers to wait until a policy or initiative has been implemented in other municipalities before adopting it	The municipality prefers to wait for the province to adopt policies or initiatives to create a level-playing field for all municipalities	
As one of the first municipalities in the province to try new policies or initiatives, the municipality encourages other municipalities to follow suit	Encouragement from other municipalities is the only reason the municipality would adopt a new policy or initiative	Encouragement from the province is the only reason the municipality would adopt a new policy or initiative	

Total As: _____   **Total Bs:** _____   **Total Cs:** _____

If the municipality you are planning to work with received mostly As, the municipality is an Innovator.

Innovator municipalities are described as adventurous and often serve as role models for other municipalities. They are attracted by high-reward policies, bylaws or initiatives and have a greater tendency to take risks. Innovators have the ability to cope with elevated levels of uncertainty about the policy they are adopting. They are typically willing to tolerate initial problems that may accompany new municipal policies and are able to identify solutions for these problems.

To see key strategies for encouraging policy change with municipalities that are Innovators, .

If the municipality you are planning to work with received mostly Bs, the municipality is in the Majority.

Majority municipalities are described as deliberate because they require time to determine whether to adopt a new initiative. This group seldom leads the pack when it comes to adopting new initiatives or policies and is of the philosophy that it is better to change as a group than to be one of the first to change. Considering this, they tend to adopt new initiatives or policies at about the same time as the average municipality.

To see key strategies for encouraging policy change with Majority municipalities, .

If the municipality you are planning to work with received mostly Cs, the municipality is a Late Adopter.

Late Adopter municipalities are described as traditional, skeptical of new ideas and eager to maintain the status quo. They usually wait until a policy or new initiative has been adopted by the majority of other municipalities before implementing it themselves. They may need to be pressured into policy change, or may never adopt the new policy or initiative unless required to.

To see key strategies for encouraging policy change with Late Adopter municipalities, .

Key Strategies to Gain Support for Healthy Public Policy

This section provides details about strategies that can be used with municipalities at different levels of readiness for policy change (e.g., Innovators, Majority and Late Adopters).

Strategies to use with 'Innovator' Municipalities

Innovators tend to be passionate and forward thinking. When working with Innovators, remember that they take pride in being viewed as leaders. Be mindful of the vision that they have for their municipality and their desire to leave a legacy for the future. Strategies should appeal to their adventurous side and generate excitement about the actions ahead.

Provide Supportive Evidence

1. Emphasize the positive outcomes that will result from policy adoption. Be as specific as possible.

   - For example, outline how policy adoption might lead to improvements in health outcomes, increases in consumer demand or economic gain.

2. Outline the pros and cons of adopting the policy.

3. Illustrate how the benefits outweigh the risks.

   - One possible way to do this is through a cost/benefit analysis.

4. Less concrete evidence is usually required to make a case for the policy as Innovators tend to be more accepting of risks and unknowns.

   - Give examples of other municipalities who have undergone similar policy changes and illustrate how and why they have been successful.

   - Provide instances of other municipalities who are considering the adoption of a similar policy.

   - Present evidence by using experts in the field.

Resources

▶ Working with Evidence

Towards Evidence Informed Practice - Learning Module Two - Making Evidence Work for You
Ontario Public Health Association

This is an excellent tool for those interested in working with evidence to promote health. It discusses what evidence is, where to find it and how it can be generated and applied to increase the effectiveness of health promotion programs.
http://teip.hhrc.net/tools/learning/module_2/index.html

Guidelines on Assessing Policy Options – Cost/Benefit Analysis Framework
Ministry of Economic Development, Manatu Ohanga, New Zealand

This guide was created to help policy analysts assess their policy options. It includes a useful introduction to conducting a cost/benefit analysis on page five.
http://www.med.govt.nz/templates/MultipageDocumentPage_____26466.aspx

Health Impact Assessment (HIA)
World Health Organization

A health impact assessment is a tool that can help you assess the health impacts of policies, plans and projects. This webpage, developed by the World Health Organization, outlines the concept of the health impact assessment and provides tools and guidelines for determining whether to conduct one in your community.
http://www.who.int/hia/tools/en/

Investing in Prevention: The Economic Perspective
Public Health Agency of Canada

This document provides an overview of the economics of prevention in Canada. It serves as a useful backgrounder for those working with evidence to illustrate the benefits of healthy public policy.
http://www.phac-aspc.gc.ca/ph-sp/pdf/preveco-eng.pdf

Frame the Issue to Appeal to the Innovative Spirit of the Municipality

1. Position the issue to align it with the vision and mission of the municipality.

   - This can be accomplished by referring to the issue using language similar to that used in other municipal actions (e.g., see official documents), especially in cases where the municipality has demonstrated leadership.

   - Another option is to link proposed policy actions to strategic documents and mission statements developed by the municipality.

2. Present information in a way that enhances the municipality's credibility or reputation as an Innovator (or leader).

   - For example, emphasize how their actions will set the stage for other municipalities or how they will be among the first in the province or country to adopt the policy.

3. Reference other municipalities that are exploring similar ideas and, if possible, link Innovators with other Innovators.

4. Frame the message in terms of what the municipality can gain from adopting the policy.

   - Framing involves carefully defining your advocacy goals and strategically tailoring your message to your target audience.[7]

   - While there may not be a great deal of evidence available, try to piece together what is available to illustrate the positive outcomes (e.g., improved health) that may result from policy adoption.

   - To locate sources of evidence that are relevant to the policy, be sure to explore a variety of sources; talk to people working on this issue in other municipalities, local or provincial not-for-profit groups interested in similar issues, or research experts.

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7. Center for Disease Control and Prevention. (n.d.). Chapter Nine: Media Advocacy. In *Designing and Implementing an Effective Tobacco Counter-Marketing Campaign*. Retrieved from http://www.cdc.gov/tobacco/stateandcommunity/counter_marketing/manual/pdfs/chapter9.pdf.

5. Position the issue in a population health perspective.

- A population health perspective involves moving beyond an individual health focus. Instead, it focuses on how a range of individual, behavioral and environmental determinants interact with each other to affect the health of populations.[8]

- Innovators tend to be thoughtful and interested in the big picture view. Ensure that the municipality understands how the proposed policy relates to broader issues that impact their population (e.g., increased quality of life and poverty reduction) and to the determinants of health (e.g., income and social status, education, and the physical and social environments).

Resources

▶ How to Frame Advocacy Messages

Strategy Planning for Tobacco Control Advocacy Guide
American Cancer Society

This manual was created with tobacco reduction advocates in mind, but it applies to individuals interested in encouraging all types of healthy public policy. Chapter three, in particular, discusses effective strategies for tailoring advocacy messages to your target audience.
http://www.strategyguides.globalink.org/pdfs/guide1_AdvocacyGuide.pdf

Designing and Implementing an Effective Tobacco Counter-Marketing Campaign - Chapter Nine, Media Advocacy
Center for Disease Control and Prevention

Part of a larger body of work, this chapter on media advocacy includes useful information on framing advocacy messages to meet your policy goals.
http://www.cdc.gov/tobacco/stateandcommunity/counter_marketing/manual/index.htm

For additional resources on framing advocacy messages, see the resource section on media advocacy.

▶ Determinants of Health

What Determines Health?
Public Health Agency of Canada

This webpage introduces readers to a population health perspective and outlines the determinants (environmental, economic, political, social, etc.) that work together to impact the health of Canadians.
http://www.phac-aspc.gc.ca/ph-sp/determinants/index-eng.php

The Determinants of Health
The World Health Organization

Developed by the World Health Organization, this webpage provides a detailed account of the complex factors, ranging from transportation and housing to industry and urbanization that interact to influence human health.
http://www.who.int/hia/evidence/doh/en/index2.html

8. Frankish, J., Veenstra, G., and Moulton, G. (1995). Population Health in Canada: Issues and Challenges for Policy, Practice and Research. *Canadian Journal of Public Health*, 90, S71-S75.

Build Relationships with Champions from the Municipality

1. Harness the support of individuals from the municipality who are receptive to policy change.

2. Identify and work with champions and key stakeholders to generate support for an issue.

3. A champion is typically an individual who is respected by the community and who is willing to passionately advocate for change.

4. Build relationships and foster dialogue with champions in a municipality. Different issues may have different champions.

    • To build relationships with potential champions, provide them with evidence, help them understand the process of policy change and offer them continued support.

5. Work with people who have an in-depth knowledge of the community.

    • This can make it easier to develop meaningful relationships and leverage support from existing organizations, coalitions and programs within the community.

6. Develop relationships with individual council members or municipal administrative staff (ideally champions) to understand barriers to policy adoption and best practices for encouraging policy change within the municipality.

Resources

▶ Identifying and Working with Champions

Identifying Opinion Leaders/Champions
Valente, T.W and P. Pumpuang (2007). Identifying Opinion Leaders to Promote Behavior Change. Health Education 34: 881.

This document outlines ten strategies for identifying opinion leaders.
http://policyreadinesstool.com/useful-resources

Engaging Innovative Advocates as Public Health Champions
FHI, The Science of Improving Lives

A short guide that introduces readers to the champions advocacy model and outlines key strategies for working with champions and opinion leaders.
http://www.fhi.org/NR/rdonlyres/eqdet4k5um4nnujqxgdyxgi44rssbvmczrme7di4muqqubjff
paroroyb2vp2k2iy4odlqr5fepllh/RUchampions.pdf

The Proper Feeding and Care of a Champion – The Health Advocacy Toolbox
Connecticut Health Policy Project

This webpage provides tips and strategies for working with champions to encourage policy change.
http://www.cthealthpolicy.org/toolbox/advocacy/champion.htm

Generate Decision-Maker Support

1. Work with different levels of the municipality (e.g., mayors, municipal councilors and municipal administrative staff) to create group support among those interested in the issue.

   • Among individual municipal council members, Innovators may be held back by the Majority and Late Adopters, so it is important to demonstrate the widespread support that exists for the proposed policy.

2. Find out who may pose a barrier to policy adoption and work with them to understand the issue from different points of view.

3. Invite key decision-makers to participate in a meaningful, high-energy discussion about the proposed policy. Use the outcomes of this dialogue to further develop your advocacy plans.

   • The goal is to create a sense of excitement for the proposed policy and to encourage decision-makers to feel personally invested in its adoption and implementation.

4. Engage decision-makers in a one-on-one fashion.

   • Request a meeting with elected officials. This will provide an opportunity for a more in-depth conversation with each decision-maker. It will also create a powerful opportunity to start building a working relationship for future initiatives or actions.

Resources

▶ **Working with Decision-Makers**

Influencing Decision-Makers
Heart Health Resource Centre

This 12-page newsletter provides insight from long-time policy advocates on tactics for encouraging policy change. This edition of the newsletter is specifically focused on influencing decision-makers to encourage policy change.
http://www.hhrc.net/pubs/hh_newsletters/@heart_25b.pdf

The Health Advocacy Tool-Box – Tools and Templates
Connecticut Health Policy Project

This webpage contains a wealth of advocacy tips and strategies. Click on the 'tools and templates' link for information related to visiting, calling and writing to policy-makers.
http://www.cthealthpolicy.org/toolbox/Default.htm

Raise Public Awareness by Educating Community Members about the Issue

1. Prior to launching an information or education campaign about a policy issue, make an effort to understand the needs and characteristics of the community that you are working with.

   - This important step will help you determine how knowledgeable community members are about an issue.

   - It may be beneficial to conduct a situational assessment to understand the needs and characteristics of the community.

     » A situational assessment involves the examination of factors such as the political and economic environment, key stakeholders, literature and previous evaluations, and the community's overall vision.[9]

     » Completing a situational assessment requires a great deal of time and energy and may not be suitable or necessary in every situation.

2. Educate community members on the proposed policy based on the existing level of community knowledge.

   - Education and awareness can help shift a municipality's readiness for policy change. For example, members of a municipality may be encouraged to move beyond simply recognizing a problem and considering the need to take action, to taking personal steps to reduce resistance to change within their community (e.g., contacting their municipal representative, writing letters to the editors of local newspapers, etc.).

   - In Innovator-type municipalities, the decision-makers, municipal administrative staff and community members tend to be knowledgeable about the issue in question. For this reason, it is likely that they will not need to be educated about the proposed policy to the same degree as Majority and Late Adopter municipalities.

3. Use innovative forms of communication to educate the community, connect with its members and raise awareness.

   - Employ media advocacy.

     » Media advocacy is the strategic use of the mass media, coupled with other advocacy strategies, to influence public debate and encourage policy change.[10]

   - Develop a social media strategy and make use of networking sites such as Twitter and Facebook.

In addition to the key strategies identified for working with Innovators, **click here** to view critical policy change strategies (and resources) that apply to all three adopter categories.

9. The Health Communication Unit. (2001). *Introduction to Health Promotion Planning*. Retrieved from http://www.thcu.ca/resource_db/pubs/930522026.pdf.

10. The Advocacy Institute. (1998). *Blowing Away the Smoke: A Series of Advanced Media Advocacy Advisories for Tobacco Control Advocates*. Retrieved from http://www.strategyguides.globalink.org/resources01.htm; Lawrence, W. and Dorfman, L. (1996). Media Advocacy: A Strategy for Advancing Policy and Promoting Health. *Health Education Quarterly,* 23 (3), 293-317.

▶ Conducting a Situational Assessment

Introduction to Health Promotion Program Planning

The Health Communication Unit

This guide introduces readers to the process of health promotion program planning. Step two of the guide provides a detailed introduction to the concept of the situational assessment and includes a 'how-to' for conducting one in your community.

http://www.thcu.ca/infoandresources/publications/Planning.wkbk.content.apr01.format.oct06.pdf

▶ Media Advocacy

Media Advocacy Workbook

The Health Communication Unit

A comprehensive guide to the implementation of a successful media advocacy campaign. Chapter eight focuses on developing and presenting key advocacy messages.

http://www.thcu.ca/resource_db/pubs/497736921.pdf

Blowing Away the Smoke: A Series of Advanced Media Advocacy Advisories for Tobacco Control Advocates

Advocacy Institute

This link contains a series of six media advocacy advisories. These well-written and informative documents were created for use by tobacco control advocates, but are of benefit to advocates encouraging all forms of healthy public policy.

http://www.strategyguides.globalink.org/resources01.htm

▶ Social Media

The Health Communicators Social Media Toolkit

Center for Disease Control and Prevention

This guide includes up-to-date information on available social media options. It focuses on improving the impact of health messages and increasing the effectiveness of health communication.

http://www.cdc.gov/healthcommunication/ToolsTemplates/SocialMediaToolkit_BM.pdf

The CMO's Guide to the Social Media Landscape

Digital Marketing Insight for CMOs, CMO.com

Updated for 2011, this document outlines the pros and cons of popular social media tools and is a good place to start when developing a social media strategy

http://www.cmo.com/social-media/2011-cmos-guide-social-landscape

The Alberta Policy Coalition for Chronic Disease Prevention's Social Media Tips

The Alberta Policy Coalition for Chronic Disease Prevention

The Alberta Policy Coalition for Chronic Disease Prevention's tips for social media advocacy.

http://policyreadinesstool.com/useful-resources

▶ Community Engagement

The Tamarack Institute for Community Engagement - Resource Library

The Tamarack Institute for Community Engagement

This website is devoted to community engagement and building capacity to implement social change from the ground up. The resource library has a variety of guides related to engagement, capacity building and community learning.

http://tamarackcommunity.ca/g3s4.html

The Citizen's Handbook

The Vancouver Citizens Committee

This site offers an extensive guide for those interested in community-building and grassroots organization.

http://www.vcn.bc.ca/citizens-handbook/

Turn Up the Heat

Alberta Association of Registered Nurses

Written for Alberta nurses, this document provides an overview of advocacy and why it is important for healthcare practitioners to get involved in influencing government. The guide also offers a useful breakdown of common tools and tactics used in community advocacy campaigns.

http://www.nurses.ab.ca/pdf/AdvocacyGuidefinal.pdf

Strategies to use with 'Majority' Municipalities

Many of the same strategies that you would use with Innovators apply to the Majority, but the process of policy change will typically take longer with this adopter category.

Provide Evidence and Outline Public Opinion

1. Provide concrete evidence about the potential benefits of the proposed policy.

   - A Majority municipality tends to be more deliberate when it comes to adopting a new policy and can be skeptical about new ideas. Typically, they require proof that a policy will work before choosing to adopt.

2. Provide evidence that outlines how a similar policy has worked for other municipalities under similar contexts. The more examples, the better.

3. Evidence presented should be condensed, summarized and easy to read.

   - Distribute postcards, leaflets and one-page summaries written in plain language. See the APCCP's Issue Briefs for an example.

4. Present evidence to show constituent (e.g., community member) support for an issue.

5. Elected officials in the Majority category tend to pay close attention to the needs of their constituents and will be more willing to support policy change if there is evidence of public support for the issue.

   - One way to present this evidence is through public opinion polls and surveying.

     » For example, see the APCCP's Surveys on Knowledge, Attitudes and Beliefs.

   - Another way to demonstrate public support is to have members of the community telephone, email, or send postcards to their municipal councilors.

   - Letters to the editor of local newspapers are also evidence of public support.

6. Provide information through formal avenues of communication.

   - This may involve writing letters, presenting to council, attending meetings and presenting at municipal conferences.

Resources

▶ Working with Evidence

Towards Evidence Informed Practice - Learning Module Two - Making Evidence Work for You
Ontario Public Health Association

This is an excellent tool for those interested in working with evidence to promote health. It discusses what evidence is, where to find it and how it can be generated and applied to increase the effectiveness of health promotion programs.
http://teip.hhrc.net/tools/learning/module_2/index.html

▶ Assessing Costs and Benefits of Policy Change

Guidelines on Assessing Policy Options – Cost/Benefit Analysis Framework
Ministry of Economic Development, Manatu Ohanga, New Zealand

This guide was created to help policy analysts assess their policy options. It includes a useful introduction to conducting a cost/benefit analysis on page five.
http://www.med.govt.nz/templates/MultipageDocumentPage_____26466.aspx

Health Impact Assessment (HIA)
World Health Organization

A health impact assessment is a tool that can help you assess the health impacts of policies, plans and projects. This webpage, developed by the World Health Organization, outlines the concept of the health impact assessment and provides tools and guidelines for determining whether to conduct one in your community.
http://www.who.int/hia/tools/en/

Investing in Prevention: The Economic Perspective
Public Health Agency of Canada

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http://www.phac-aspc.gc.ca/ph-sp/pdf/preveco-eng.pdf

▶ Illustrating Constituent Support

The Health Advocacy Tool-Box – Tools and Templates
Connecticut Health Policy Project

This webpage contains a wealth of advocacy tips and strategies. Click on the 'tools and templates' link for information related to visiting, calling and writing to policy-makers.
http://www.cthealthpolicy.org/toolbox/Default.htm

Frame the Issue from the 'Majority' Perspective

1. Highlight the number of municipalities that have undergone similar policy changes.
   - Focus on municipalities with similar characteristics.
   - Invite individuals from other municipalities to share their experiences.

2. Emphasize that they do not want to be left behind other municipalities.
   - Majority types would rather change as a group than be one of the first to change. Keep this 'group' mentality in mind and work with the idea that while they may not want to be the first to change, it is also likely that they do not want to be left behind other municipalities.

3. Approach multiple municipalities to take action on an issue together.
   - When municipalities work together, it limits the perceived risk that they will have to manage on their own.

▶ **How to Frame your Advocacy Message**

Strategy Planning for Tobacco Control Advocacy Guide
American Cancer Society

This guide was created with tobacco reduction advocates in mind, but it applies to individuals interested in encouraging all types of healthy public policy. Chapter three, in particular, discusses effective strategies for tailoring advocacy messages to your target audience.
http://www.strategyguides.globalink.org/pdfs/guide1_AdvocacyGuide.pdf

Designing and Implementing an Effective Tobacco Counter-Marketing Campaign
Chapter Nine, Media Advocacy Center for Disease Control and Prevention

Part of a larger body of work, this chapter on media advocacy includes useful information on framing advocacy messages to meet your policy goals.
http://www.cdc.gov/tobacco/stateandcommunity/counter_marketing/manual/index.htm

For additional resources on framing advocacy messages, see the resource section on media advocacy.

Engage and Mobilize the Community to Take Action on the Issue

1. It is important to: (1) understand the needs and characteristics of the community that you are working with, and (2) determine how knowledgeable community members are about the proposed policy.

    *   To better understand the community you are working with, it may be beneficial to conduct a situational assessment.

        »   A situational assessment helps determine the needs and strengths of a community. It involves the examination of factors such as the political and economic environment, key stakeholders, literature, previous evaluations, and the community's overall vision.[11]

        »   Conducting a situational assessment requires a great deal of time and energy and is not suitable or necessary for every situation.

2. Educate community members on the proposed policy based on the existing level of community knowledge.

    *   Compared to Innovator municipalities, Majority types will likely require a more extensive information/education campaign.

    *   Create and foster dialogue within the community. Buy-in from the public is important to Majority municipalities. Low levels of public understanding of an issue will decrease the likelihood of successful policy development.

3. Focus on raising awareness about the issue and on educating the public about the need for the policy and its possible benefits.

4. Mobilize the community to show their support for the issue.

    *   This can be achieved through media advocacy or the creation of community-based coalitions.

        »   Media advocacy is the strategic use of the mass media, coupled with other advocacy strategies, to influence public debate and encourage policy change.[12]

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11.   The Health Communication Unit, 2001.

12.   The Advocacy Institute, 1998; Wallack and Dorfman, 1995.

5. Launch a letter writing campaign and encourage community champions, other stakeholders and concerned citizens to participate.

    •   Elected officials respond to letters, emails and phone calls from citizens. This provides an opportunity for officials and other decision-makers to informally assess the level of public interest and support, and to better understand the issue.

    •   Enlist staff members, volunteers and community members to write guest columns and letters to the editor.

6. Encourage local constituents to set up meetings with council members.

    •   The more citizens who are actively engaged in the policy process, the less energy advocates have to spend educating decision-makers about the policy and demonstrating public support.

Resources

▶ Working with Decision-Makers

Influencing Decision-Makers
Heart Health Resource Centre

This 12-page newsletter provides insight from long-time policy advocates on tactics for encouraging policy change. This edition of the newsletter is specifically focused on influencing decision-makers to encourage policy change.
http://www.hhrc.net/pubs/hh_newsletters/@heart_25b.pdf

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This webpage contains a wealth of advocacy tips and strategies. Click on the 'tools and templates' link for information related to visiting, calling and writing to policy-makers.
http://www.cthealthpolicy.org/toolbox/Default.htm

▶ Engaging the Community

The Tamarack Institute for Community Engagement - Resource Library
The Tamarack Institute for Community Engagement

A website devoted to community engagement and building capacity to implement social change from the ground-up. The resource library has a variety of guides related to engagement, capacity building and community learning.
http://tamarackcommunity.ca/g3s4.html

The Citizen's Handbook
The Vancouver Citizens Committee

This website offers an extensive guide for those interested in community-building and grassroots organization.
http://www.vcn.bc.ca/citizens-handbook/

Turn Up the Heat
Alberta Association of Registered Nurses

Written for Alberta nurses, this document provides an overview of advocacy and why it is important for healthcare practitioners to get involved in influencing government. The guide also offers a useful breakdown of common tools and tactics used in community advocacy campaigns.
http://www.nurses.ab.ca/pdf/AdvocacyGuidefinal.pdf

▶ Conducting a Situational Assessment

Introduction to Health Promotion Program Planning
The Health Communication Unit

This guide introduces readers to the process of health promotion program planning. Step two of the guide provides a detailed introduction to the concept of the situational assessment and includes a 'how-to' for conducting one in your community.
http://www.thcu.ca/infoandresources/publications/Planning.wkbk.content.apr01.format.oct06.pdf

▶ Media Advocacy

Media Advocacy Workbook
The Health Communication Unit

A comprehensive guide to the implementation of a successful media advocacy campaign. Chapter eight focuses on developing and presenting key advocacy messages.
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Advocacy Institute

This link contains a series of six media advocacy advisories. These well-written and informative documents were created for use by tobacco control advocates, but are of benefit to advocates encouraging all forms of healthy public policy.
http://www.strategyguides.globalink.org/resources01.htm

Build Relationships and Maintain Momentum

1. Identify and work with champions in the community.

   - A champion is typically an individual who is respected by the community and who is willing to passionately advocate for change.

   - In Majority municipalities, certain individuals will be more open to new ideas and more receptive to policy change than others. Engage these "receptive" individuals and work with them to move the issue forward.

2. Maintain relationships with decision-makers, municipal administrative staff and community members who are receptive to policy change.

   - These individuals will likely encounter resistance from others within the municipality and will require your support to counter opposition to the policy.

▶ **Identifying and Working with Champions**

Identifying Opinion Leaders/Champions

Valente, T.W and P. Pumpuang (2007). Identifying Opinion Leaders to Promote Behavior Change. Health Education 34: 881.

This document outlines ten strategies for identifying opinion leaders.

http://policyreadinesstool.com/useful-resources

Engaging Innovative Advocates as Public Health Champions

FHI, The Science of Improving Lives

A short guide that introduces readers to the champions advocacy model and outlines key strategies for working with champions and opinion leaders.

http://www.fhi.org/NR/rdonlyres/eqdet4k5um4nnujqxgdyxgi44rssbvmczrme7 di4muqqubjffparoroyb2vp2k2iy4odlqr5fepllh/RUchampions.pdf

The Proper Feeding and Care of a Champion – The Health Advocacy Toolbox

Connecticut Health Policy Project

This webpage provides tips and strategies for working with champions to encourage policy change.

http://www.cthealthpolicy.org/toolbox/advocacy/champion.htm

Provide Tools and Incentives for Policy Adoption

1. Tools and incentives can be used to encourage policy adoption by making the proposed policy easier to implement and of increased benefit to the municipality.

   - Examples of **tools** include:
     » the creation of a policy binder to lead the municipality through the entire process of developing the policy, and
     » providing municipalities with a blank policy template.
   - Examples of **incentives** include:
     » funding pledges or guarantees of funding upon completion of policy adoption,
     » verbal recognition,
     » formal awards, and
     » strategic positioning of the municipality as a leader.

2. Provide municipalities with support to help them define goals, set targets and make policy uptake easier.

   - Match the municipality with an agency or local non-government organization that has a stake in the issue and can provide the municipality with ongoing support as it moves through the process of policy change.

In addition to the key strategies identified for working with Majority municipalities, **click here** to view critical policy change strategies (and resources) that apply to all three adopter categories.

▶ Tools for Policy Adoption

Policy Binder: Smoke-Free Public Places: You Can Get There

Health Canada

An easy-to-use resource developed by Health Canada to help municipalities and communities through the various stages of planning, implementing and evaluating non-smoking bylaws and policies.

http://www.hc-sc.gc.ca/hc-ps/pubs/tobac-tabac/sfpp-fslp/index-eng.php

Healthy Meeting Policy

Eat Smart Meet Smart – How to Plan and Host Healthy Meetings, Events and Conferences

A supplement to the Eat Smart Meet Smart guide, this document is an example of a simple policy template for the workplace.

http://www.healthyalberta.com/Documents/Eat-Meet-Smart-policy.pdf

Healthy School Policies

EverActive Schools

Part of the EverActive Schools website, this webpage includes information and examples related to healthy public policy in schools.

http://www.everactive.org/healthy-school-policy

A Policy-Makers Guide to Tobacco-Free Policies for Parks, Playgrounds and Athletics

The Association for Non-smokers, Minnesota

This document outlines strategies and examples for developing tobacco-free policies, with a focus on jurisdictions within the state of Minnesota (U.S.A).

http://www.makeityourlast.com/html/Policy%20Makers%20Guide%20to%20Tobacco%20Free%20Park%20Policies.pdf

Guide for a Tobacco-Free Campus: Why We Should Make Campuses Tobacco-Free—and How To Do It

Action on Smoking and Health, Australia

This guide was created to help advocates encourage the adoption and implementation of tobacco reduction policies on campuses; examples of tobacco-free policies are included.

http://www.leavethepackbehind.org/pdf/Tobacco_Free_Campus_Guide_web_final.pdf

▶ Examples of Incentives

The Iron Lung Award

The Lung Association of Alberta & Northwest Territories

This award honors those working to improve lung health in the Alberta and Northwest Territories Region through innovative projects and ideas.

http://www.ab.lung.ca/site/iron_lung_award

Premiers Award for Healthy Workplaces

Government of Alberta

An award recognizing employers in the Province of Alberta who strive to create healthy environments for their employees.

http://www.ahw.gov.ab.ca/AboutHealthyU/263.htm

Strategies to use with 'Late Adopter' Municipalities

You can use many of the same strategies for Late Adopters as you would use with Innovator and Majority municipalities. However, it is important to understand that achieving policy change is usually a long and slow process and will be particularly challenging with this group. Late Adopters need to be handled with care, as they are generally reluctant to change. Often, provincial laws may be required to force these municipalities into policy adoption. Considering this, you may want to determine if the timing is right to work with the provincial government to facilitate province-wide change as opposed to targeting these specific municipalities.

Educate Decision-Makers about the Issue

1. Obtain commitments from key decision-makers to learn more about the issue.

    *   Late Adopters tend to be wary of new ideas and seek to maintain the status quo. Educating decision-makers about an issue is the first step towards breaking misconceptions and changing mindsets.

2. Keep decision-makers "in the loop" by providing them with up-to-date information about new evidence, the actions and experiences of other jurisdictions, and changes in the provincial landscape that could influence the issue and policy adoption.

    *   Try to stay on the policy agenda, while not aggravating the decision-makers.

Resources

▶ Working with Decision-Makers

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http://www.cthealthpolicy.org/toolbox/Default.htm

Provide Evidence to Illustrate that the Benefits of Policy Change Outweigh the Costs

1. Provide evidence to illustrate the scientific and public support that exists in favor of policy adoption.

   - When providing evidence of public support, focus on illustrating the support that exists both within the municipality (internal government and community) and among neighbouring municipalities.

2. Illustrate how municipalities with similar characteristics have successfully adopted and implemented the proposed policy.

   - It is important to highlight the positive impact that the policy has had in these communities.

3. Emphasize the risks and the detrimental impact of maintaining the status quo (e.g., not adopting the policy).

Resources

▸ Working with Evidence

Towards Evidence Informed Practice - Learning Module Two - Making Evidence Work for You
Ontario Public Health Association

This is an excellent tool for those interested in working with evidence to promote health. It discusses what evidence is, where to find it and how it can be generated and applied to increase the effectiveness of health promotion programs.
http://teip.hhrc.net/tools/learning/module_2/index.html

▸ How to Frame your Advocacy Message

Strategy Planning for Tobacco Control Advocacy Guide
American Cancer Society

This guide was created with tobacco reduction advocates in mind, but it applies to individuals interested in encouraging all types of healthy public policy. Chapter three, in particular, discusses effective strategies for tailoring advocacy messages to your target audience.
http://www.strategyguides.globalink.org/pdfs/guide1_AdvocacyGuide.pdf

Designing and Implementing an Effective Tobacco Counter-Marketing Campaign - Chapter Nine, Media Advocacy
Center for Disease Control and Prevention

Part of a larger body of work, this chapter on media advocacy includes useful information on framing advocacy messages to meet your policy goals.
http://www.cdc.gov/tobacco/stateandcommunity/counter_marketing/manual/index.htm

For additional resources on framing advocacy messages, see the resource section on media advocacy.

▶ **Assessing Costs and Benefits of Policy Change**

Guidelines on Assessing Policy Options – Cost/Benefit Analysis Framework
Ministry of Economic Development, Manatu Ohanga, New Zealand

This guide was created to help policy analysts assess their policy options. It includes a useful introduction to conducting a cost/benefit analysis on page five.
http://www.med.govt.nz/templates/MultipageDocumentPage_____26466.aspx

Health Impact Assessment (HIA)
World Health Organization

A health impact assessment is a tool that can help you assess the health impacts of policies, plans and projects. This webpage, developed by the World Health Organization, outlines the concept of the health impact assessment and provides tools and guidelines for determining whether to conduct one in your community.
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http://www.phac-aspc.gc.ca/ph-sp/pdf/preveco-eng.pdf

Build Strategic Relationships with Key Community Members

1. Use opportunities such as elections to develop and strengthen relationships with elected officials.

   - Meet with each candidate early in the campaign and engage them in the issue. After the election, maintain relationships with elected candidates throughout their term and remind them of their pre-election intentions. Focus on those candidates who are most receptive to change.

2. Develop relationships with key stakeholders and respected members of the community.

   - Remember that this process may be more time-intensive than with Innovator and Majority municipalities, so plan accordingly.

▶ Identifying and Working with Champions

Identifying Opinion Leaders/Champions

Valente, T.W and P. Pumpuang (2007). Identifying Opinion Leaders to Promote Behavior Change. Health Education 34: 881.

This document outlines ten strategies for identifying opinion leaders.
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bjffparoroyb2vp2k2iy4odlqr5fepllh/RUchampions.pdf

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Connecticut Health Policy Project

This webpage provides tips and strategies for working with champions to encourage policy change.
http://www.cthealthpolicy.org/toolbox/advocacy/champion.htm

Understand the Unique Needs of the Municipality and Address Underlying Barriers

1. Work with the municipality to develop an approach to fit their specific needs as well as to create buy-in and understanding for the issue early on.

    •   Different communities have different needs and may require different approaches to the same issue. Acknowledging this is especially important when dealing with Late Adopters because they have the most reservations about adopting the policy in question.

    •   Late Adopters tend to require more evidence and community-based information to inform action. For this reason, it may be beneficial to conduct a situational assessment.

        »   A situational assessment helps determine the needs and strengths of a community. It involves the examination of factors such as the political and economic environment, key stakeholders, literature and previous evaluations, and the community's overall vision.[13]

        »   It is important to note that conducting a situational assessment requires a great deal of time and energy and is not suitable or necessary for every situation.

    •   Recognize barriers to policy change and identify how they can be addressed.

        »   When working with Late Adopters, there are often underlying barriers inhibiting policy adoption. These barriers can result from a number of factors, such as a specific ideological standpoint, a lack of resources or limited capacity. To successfully influence the policy direction of a Late Adopter, you must recognize what these barriers are and how they can be addressed.

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13. The Advocacy Institute, 1998; Wallack and Dorfman, 1995.

2. Debunk myths (about the impact of adopting the policy) and increase the legitimacy of evidence about the issue.

- Myths often surround proposed policy changes. Unfortunately, evidence may not always be sufficient or adequate to debunk these myths as Late Adopter municipalities may be skeptical about the legitimacy of the evidence or its source.

- An effective way to increase the legitimacy of evidence is by working with community members who are well-respected, receptive to change and willing to work towards the policy adoption.

3. Be prepared to counter the arguments of the opposition.

- Work with key stakeholders to anticipate likely arguments against the proposed policy and develop possible responses.

4. Provide resources (e.g., money, in-kind time, materials) to the municipality to overcome barriers (if available).

- Identify possible resource pools available to the community. For example, community coalitions can often apply for grants to support policy advocacy. Local or provincial not-for-profit groups are often good sources of templates and materials that can be used in support of the policy development.

Resources

▶ Conducting a Situational Assessment

Introduction to Health Promotion Program Planning
The Health Communication Unit

This guide introduces readers to the process of health promotion program planning. Step two of the guide provides a detailed introduction to the concept of the situational assessment and includes a 'how-to' for conducting one in your community.
http://www.thcu.ca/infoandresources/publications/Planning.wkbk.content.apr01.format.oct06.pdf

▶ Providing Resources

Grants and Opportunities – Funding
Health Canada

A list of funding opportunities available through Health Canada.
http://www.hc-sc.gc.ca/ahc-asc/finance/index-eng.php

Grants and Contributions – Funding Programs
Public Health Agency of Canada

A list of funding opportunities available through the Public Health Agency of Canada.
http://www.phac-aspc.gc.ca/fo-fc/2programs-eng.php

Getting Funding
Alberta Health Services

This webpage provides information on funding opportunities for non-profit organizations and agencies, including community drug coalitions, working to address substance abuse and gambling problems in the community.
http://www.albertahealthservices.ca/2707.asp

Mobilize the Community to Take Action and Move the Issue Forward

1. Empower receptive members of the public to take action on the issue.

   - Pressure is often needed to facilitate policy change with a Late Adopter municipality, so it is important to engage the public and encourage them to take action.

   - Employ media advocacy as a key strategy.

     » Media advocacy is the strategic use of the mass media, coupled with other advocacy strategies, to influence public debate and encourage policy change.[14]

   - Make available a range of resources, such as letter templates and sample petitions, to make it easier for the community to take action.

2. Work to gain public support, and then use this support to engage decision-makers.

3. Connect to the public using evidence and examples of success.

   - It is important to encourage public dialogue and to work with different stakeholders, such as the media, local nonprofits and receptive members of the community, to build community acceptance of the issue.

4. Consider strategies that publicly 'shame' the municipality.

   - Generally speaking, municipalities do not like to be identified as Late Adopters, so negative tactics may work in some circumstances. This is a more aggressive strategy and requires careful consideration of the potential consequences for current and future relationship-building efforts. This is best considered only if all other efforts to engage decision-makers have been unsuccessful.

Resources

▶ Community Engagement and Mobilization

The Tamarack Institute for Community Engagement - Resource Library
The Tamarack Institute for Community Engagement

A website devoted to community engagement and building capacity to implement social change from the ground-up. The resource library has a variety of guides related to engagement, capacity building and community learning.
http://tamarackcommunity.ca/g3s4.html

The Citizen's Handbook
The Vancouver Citizens Committee

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Alberta Association of Registered Nurses

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14. The Advocacy Institute, 1998; Wallack and Dorfman, 1995.

▶ Media Advocacy

Media Advocacy Workbook

The Health Communication Unit

A comprehensive guide to the implementation of a successful media advocacy campaign. Chapter eight focuses on developing and presenting key advocacy messages.
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Advocacy Institute

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http://www.strategyguides.globalink.org/resources01.htm

▶ Public Shaming Examples

Fame and Shame Awards

The Parents Jury, Australia

This annual awards ceremony allows members of The Parents Jury (Australia) to determine whether the techniques used by food manufacturers and marketers to appeal to children deserve to be publicly celebrated or shamed.
http://www.parentsjury.org.au/fame-and-shame-awards

2011 Report Card on Physical Activity for Children and Youth

Active Healthy Kids Canada

An evidence-informed document, this report card provides information on Canada's rate of success in terms of providing opportunities for children and youth to be physically active.
http://www.activehealthykids.ca/ecms.ashx/ReportCard2011/AHKC2011_ShortForm_ENG_FINAL.pdf

Report Card on Tobacco Funding at Alberta Post-Secondary Institutions

Action on Smoking and Health

Released in 2008, this report card grades post-secondary institution based on their funding relationships with tobacco companies. Click on "Report Card on Tobacco Funding at Alberta Post-Secondary Institutions, November 2008", to view the document.
http://www.ash.ca/news/press.htm

In addition to the key strategies identified for working with Late Adopters, **click here** to view critical policy change strategies (and resources) that apply to all three adopter categories.

Appendix

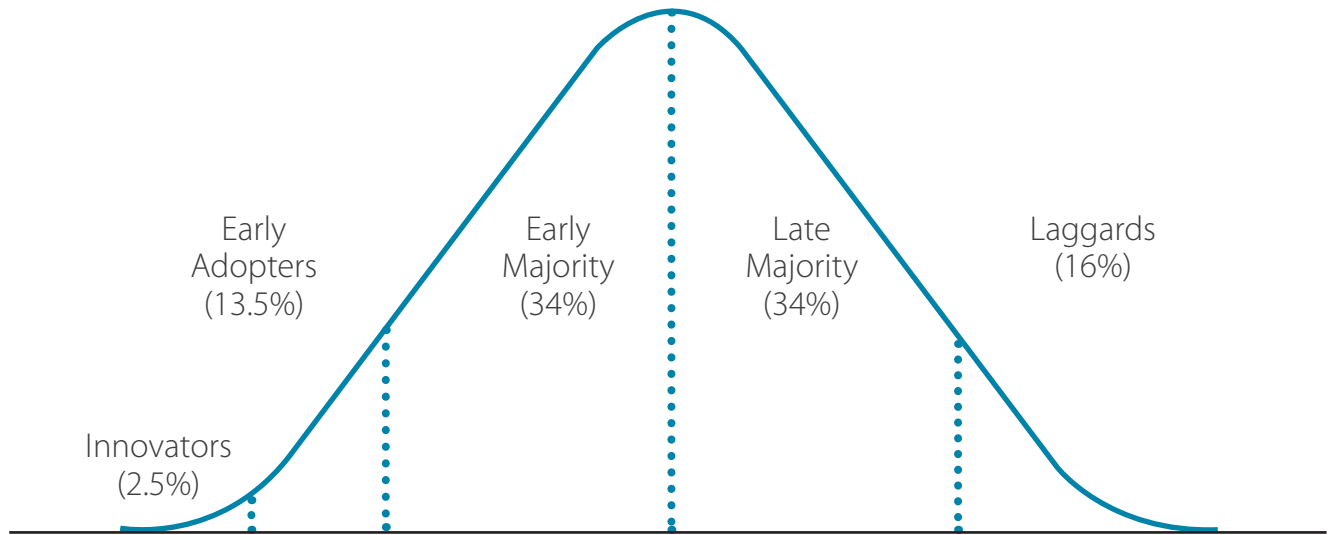## Rogers' Diffusion of Innovation Theory

For the purposes of the Policy Readiness Tool, Rogers' five adopter categories were collapsed into three. This was done to ease applicability in the field and to help ensure that the Policy Readiness Tool is straightforward to use, easy to implement, and that users can apply it to a variety of policy situations.

Rogers' original five adopter categories include: (1) Innovators, (2) Early Adopters, (3) Early Majority, (4) Late Majority, and (5) Laggards. (*Table 1* provides a detailed description of these adopter categories.) Whether a municipality is an Early Adopter versus a Late Adopter can be determined by examining the rate of adoption of policies over time, which tends to follow an S-shaped diffusion curve (see *Figure 1*).

Table 1: Characteristics of Adopter Categories

Adopter Type	Characteristics
Innovators (2.5%)	Innovators are described as venturesome and show a propensity to take risks. They take pride in being one of the first to try a new initiative (e.g., bylaw or policy). Innovators are able to cope with a high degree of uncertainty about the policy they are adopting. They are typically willing to tolerate some initial problems that may accompany new municipal policies, but are able to identify solutions for these problems.
Early Adopters (13.5%)	Early adopters serve as a role model for others (e.g., other municipalities).These municipalities are attracted by high-risk and high-reward policies or initiatives.
Early Majority (34%)	Early Majority is described as deliberate because they require time to determine whether to adopt a new idea. Therefore, they adopt new initiatives or policies just before the average municipality. This group seldom leads the pack when it comes to adopting new initiatives or policies. They are of the philosophy that it is better to change as a group then to be one of the first to change.
Late Majority (34%)	Late Majority are described as skeptical and traditional, and typically require proof of an innovation working before moving forward. They usually wait until the Majority of other municipalities implement a policy or new initiative before implementing it themselves. Typically, pressure from other municipalities is required for them to adopt a policy.
Laggards (16%)	Laggards are skeptical of new ideas and prefer to maintain the status quo; they are the last group to adopt a new initiative or policy. Decisions are made based on what has been done previously.

Figure 1. Adoption Curve for Rogers' diffusion of innovation theory

Early
Adopters
(13.5%)

Early
Majority
(34%)

Late
Majority
(34%)

Laggards
(16%)

Innovators
(2.5%)

Source: Table 1 and Figure 1 were produced based on information provided from Everett M. Rogers, *Diffusion of Innovations* (New York: Free Press, 2001).