



# “Why Isn’t This Working?”

## The Elusive Concept of P.S.E. Change

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Kansas Alliance for Wellness*



Scenario:

**The Community Meeting**

## Are you lonely?

Tired of working on your own?

Do you hate making decisions?

### HOLD A MEETING!

*You can –*

- See people
- Show charts
- Feel important
- Point with a stick
- Eat donuts
- Impress your colleagues

All on company time!



## MEETINGS

THE PRACTICAL ALTERNATIVE TO WORK

What the **professional** you is thinking:

What the **non-professional** you is thinking:

# Question 1

***What is my role at this meeting?***

***Seriously, why am I even here?...***

- a) As a KSRE agent, I represent the voice of “x” community.
- b) To provide information resources for community members to use.
- c) To provide direction and strategies for making progress.

# Question 2

What the **professional** you is thinking:

What the **non-professional** you is thinking:

*Why aren't they taking ownership of the work?*

*Why do we keep going in circles?...*

- a) They don't have enough information to move forward.
- b) I'm the one getting paid to do this, so they probably expect me to do it.
- c) They aren't really committed to this work, maybe too busy, etc.

# Question 3

What the **professional** you is thinking:

*What is policy, systems, and environmental change and how do we do it?*

What the **non-professional** you is thinking:

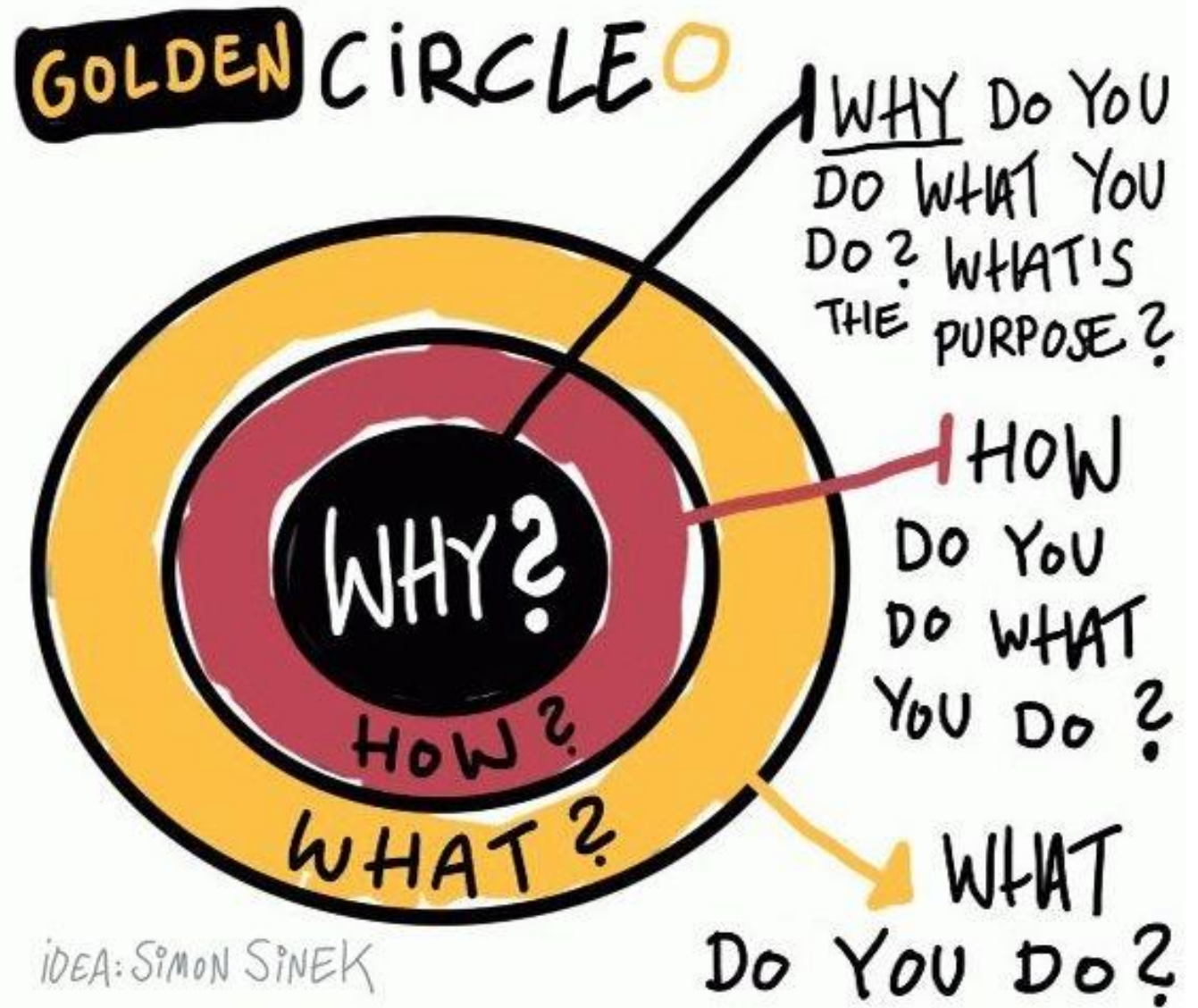
*Why are we even doing policy, systems, and environmental change work?...*

Start with why.

Watch Simon Sinek  
*“Start With Why”*



# Activity.





What are the **misunderstandings** about P.S.E. work?

What are the **myths** surrounding P.S.E. work?

What are the **mental blocks** that keep you from doing P.S.E. work?

Activity.

**Preparing for P.S.E.  
Change Exercise**

# Intro to P.S.E. Development

## What Determines Health?



Source: McGinnis et al, 2002



## SOCIAL DETERMINANTS OF HEALTH

The social determinants of health are the conditions in which we are born, we grow and age, and in which we live and work. The factors below impact on our health and wellbeing.



Childhood experiences



Housing



Education



Social support



Family income



Employment



Our communities



Access to health services

Source: NHS Health Scotland

# Intro to P.S.E. Development



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# Intro to P.S.E. Development

## POLICY

A written statement of organizational position, decision, or course of action.

### Examples include:

- Ordinances
- Resolutions
- Mandates
- Guidelines/Rules

## SYSTEM

A fundamental shift in the way problems are solved, affecting organizational purpose, function, and connections.

### Examples include:

- Personnel structure
- Resource allocation
- Program development

## ENVIRONMENT

Physical, observable changes in the built, economic, and/or social environment.

### Examples include:

- Equipment
- Infrastructure
- Forms of access

# Intro to P.S.E. Development

## POLICY

### HEALTHY VENDING

Policy requiring minimum % of foods sold in vending machines on city property meets nutritional requirements.

### FARM TO SCHOOL

Wellness policy directing nutrition services department to increase purchases of fresh & locally-grown produce.



## SYSTEM

### HEALTHY VENDING

Work with existing or new vending machine operators to change product mix.

### FARM TO SCHOOL

Work with nutrition services, local farmers, and health stakeholders to inventory current practices & identify foods to purchase.



## ENVIRONMENT

### HEALTHY VENDING

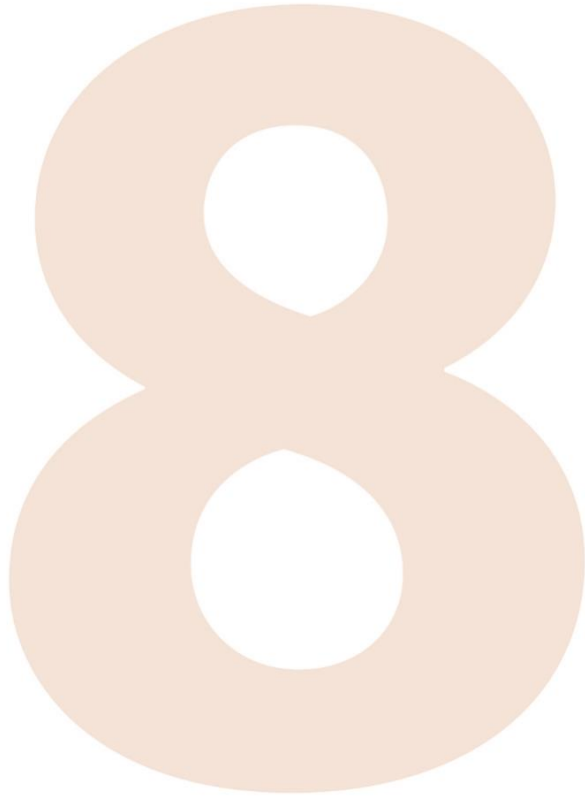
Creating marketing & educational materials to inform customers about the healthy changes.

### FARM TO SCHOOL

Create prominent displays and marketing materials to highlight new menu items.










# Intro to P.S.E. Development



## ESSENTIAL ELEMENTS OF A STRONG PREVENTION STRATEGY

1. Data-driven and grounded in community.
2. Ambitious, yet politically feasible.
3. Financially feasible.
4. Implementation and enforcement are clear and feasible.
5. Legally feasible.
6. Addresses health disparities.
7. Changes expectations.
8. One piece of a larger puzzle.

# PSE DEVELOPMENT FRAMEWORK — POLICY, SYSTEMS, ENVIRONMENTAL CHANGE

BUILD PARTNERSHIPS	IDENTIFY THE ISSUE	DETERMINE OPTIONS	REVIEW FEASIBILITY	DEVELOP ADVOCACY PLAN	IMPLEMENT AND ENFORCE	EVALUATE OUTCOMES
Who is involved and how?	Should something be done?	What should be done?	Can it be done?	How to get the idea into policy?	How to make the PSE idea come alive?	What happened? What difference did it make?
 <p>Partnerships are core to all stages of PSE development</p> <p>Community identification</p> <p>Shared goal</p> <p>Coalition-building</p> <ul style="list-style-type: none"> <li>• Leadership development</li> <li>• Engaging the Community Wheel</li> <li>• Role clarity in advocacy and lobbying</li> </ul>	 <p>Is there a problem?</p> <p>What are the contributing factors?</p> <p>Is the data compelling (burden of the problem)?</p> <p>Urgency and timing</p> <p>What happens if it is not addressed (societal costs)?</p> <p>Assessing health equity (Does it unequally impact the population?)</p>	 <p>Chose type/level of PSE needed</p> <ul style="list-style-type: none"> <li>• Federal</li> <li>• State</li> <li>• Local</li> <li>• Institutional</li> </ul> <p>Collection of proven PSE change ideas</p> <ul style="list-style-type: none"> <li>• Evidence-based</li> <li>• Cost-benefit (ROI)</li> <li>• How expensive to implement?</li> </ul> <p>Check biases and assumptions of key partners</p>	 <p>Prioritize your PSE options based on the criteria below</p> <p>Political</p> <ul style="list-style-type: none"> <li>• Assess political climate and readiness</li> </ul> <p>Programmatic</p> <ul style="list-style-type: none"> <li>• Level of complexity?</li> <li>• Who will implement?</li> <li>• Enforcement: who/how?</li> <li>• Can impacts be measured?</li> </ul> <p>Social</p> <ul style="list-style-type: none"> <li>• Connection to community values</li> <li>• Magnitude of impact on the community</li> <li>• Unintended consequences</li> </ul>	 <p>Know your authorizing environment</p> <ul style="list-style-type: none"> <li>• Capacity and resources</li> <li>• Lobbying vs. advocacy</li> </ul> <p>Choose your PSE pathways</p> <p>Refine PSE Action Statement</p> <p>Smart Advocacy</p> <ul style="list-style-type: none"> <li>• Frame your message</li> <li>• Create a movement</li> <li>• Develop your pitch</li> <li>• Deploy champions</li> </ul>	 <p>Implementation planning</p> <ul style="list-style-type: none"> <li>• Ensure adequate resources</li> <li>• Deploy media to educate about policy</li> <li>• Collect baseline data</li> <li>• Counteract obstacles and constraints</li> <li>• Re-deploy media to shape new norms</li> </ul> <p>Enforcement</p> <ul style="list-style-type: none"> <li>• Create prioritization with enforcement</li> <li>• Ensure adequate and sustained enforcement</li> </ul>	 <p>Short-term outcomes</p> <ul style="list-style-type: none"> <li>• Degree of implementation?</li> <li>• Magnitude of PSE enforcement?</li> <li>• Foundation built for PSE modification?</li> <li>• Funds dedicated to implementation?</li> </ul> <p>Long-term outcomes</p> <ul style="list-style-type: none"> <li>• Was there any measurable change in behavior (norms)?</li> <li>• Answer the question: What difference did the PSE change make in the lives of the people impacted?</li> </ul> <p>Coalition Cohesiveness</p> <p>Policy Modification (process begins again)</p>

COLLABORATE

PRIORITIZE

ADVOCATE

IMPLEMENT



**Know** the process.

**Do** what is feasible.

**Scaffold** for each successive activity.



**Take  
A  
Break**



# KAW P.S.E. Strategy

GOAL: Develop a statewide food policy agenda with collective impact implementation plan

## Collective Impact Approach

- 1 Common Agenda

  - **Common understanding** of the problem
  - **Shared vision** for change

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- 2 Shared Measurement

  - **Collecting data and measuring results**
  - **Focus on performance management**
  - **Shared accountability**

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- 3 Mutually Reinforcing Activities

  - **Differentiated approaches**
  - **Coordination** through joint plan of action

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- 4 Continuous Communication

  - **Consistent and open communication**
  - **Focus on building trust**

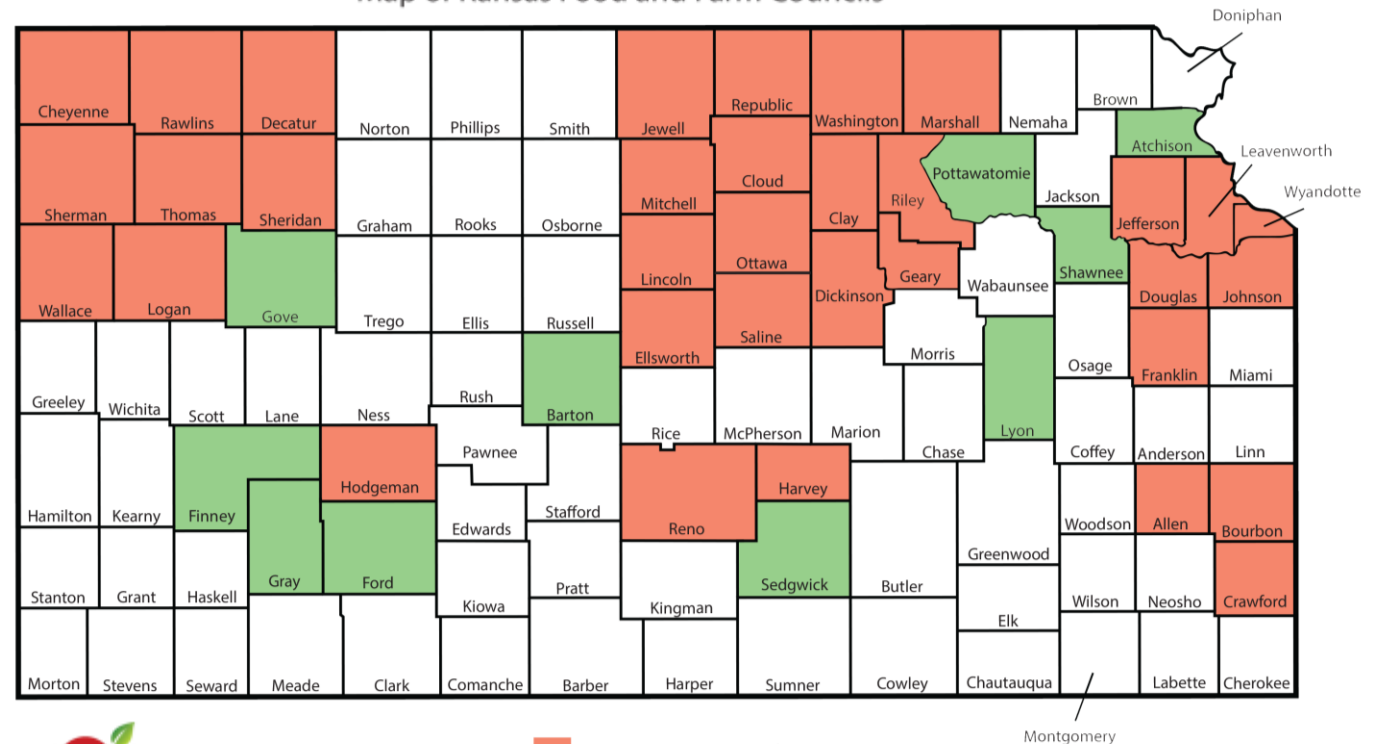
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- 5 Backbone Support

  - Separate organization(s) with **staff**
  - Resources and skills to **convene** and **coordinate** participating organizations

## Step 1: Build Partnerships

Map of Kansas Food and Farm Councils



- Current Councils
- Emerging Councils

# KAW P.S.E. Strategy

## Step 2: Identify the Issue

### Interviews

- What is your council currently working on?
- What are the council's goals/objectives?
- What resources (i.e., tools, information, trainings) are needed)

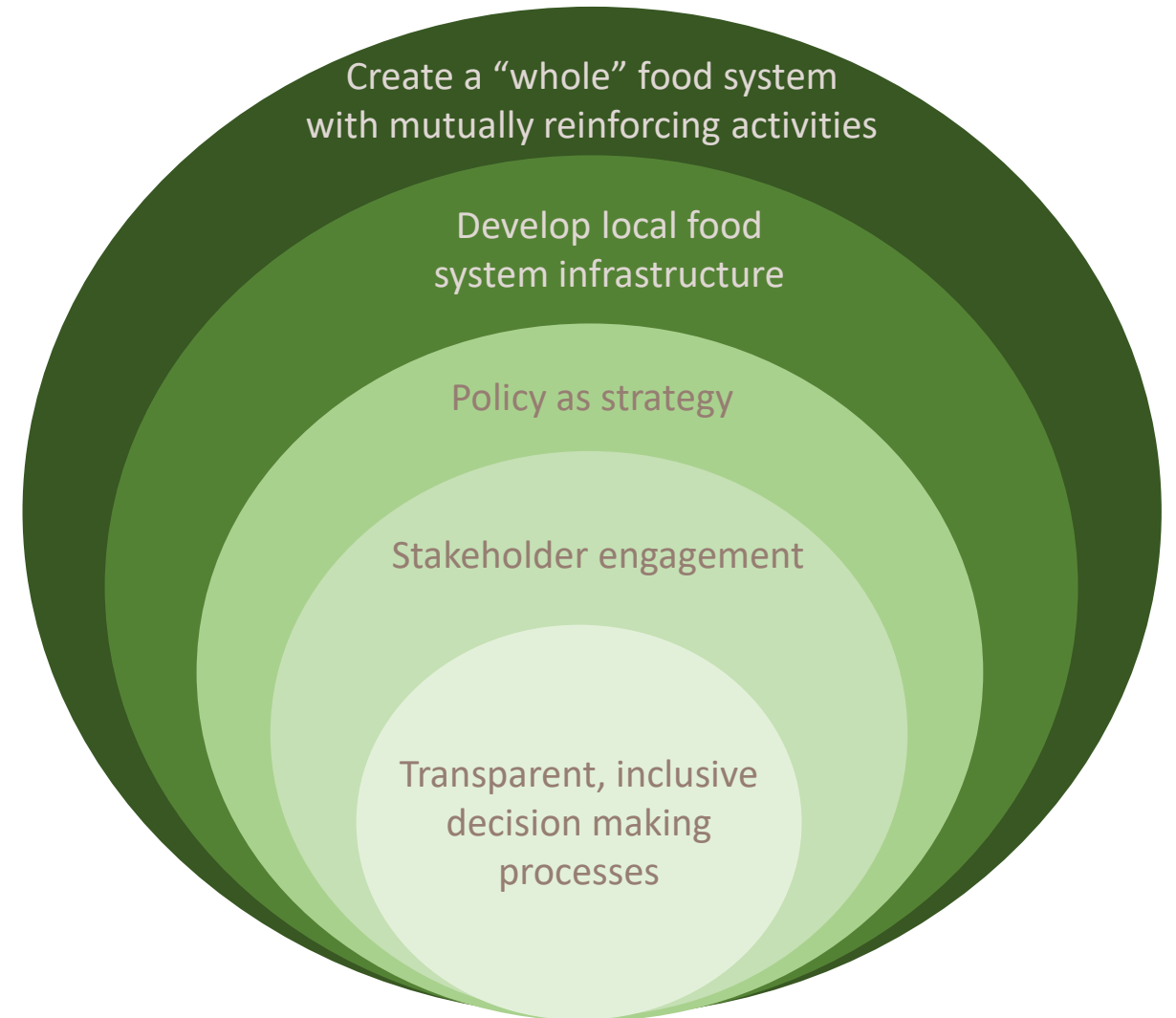
### Responsive Trainings

- KAW Convening (May 2018)
- Food Waste + Strategic Communications (June 2018)
- Internal Group Processes + Engagement Strategies (August 2018)

## Step 3: Determine Options

### Cross Comparison

- Current activities/Goals
- Identified needs



# KAW P.S.E. Strategy

## Step 3: Determine Options - Policy Pathways

1

### Vending

Strategies to encourage healthier options  
(pricing, placement, promotion, etc.)

- *“Smart Snacks” toolkit*

2

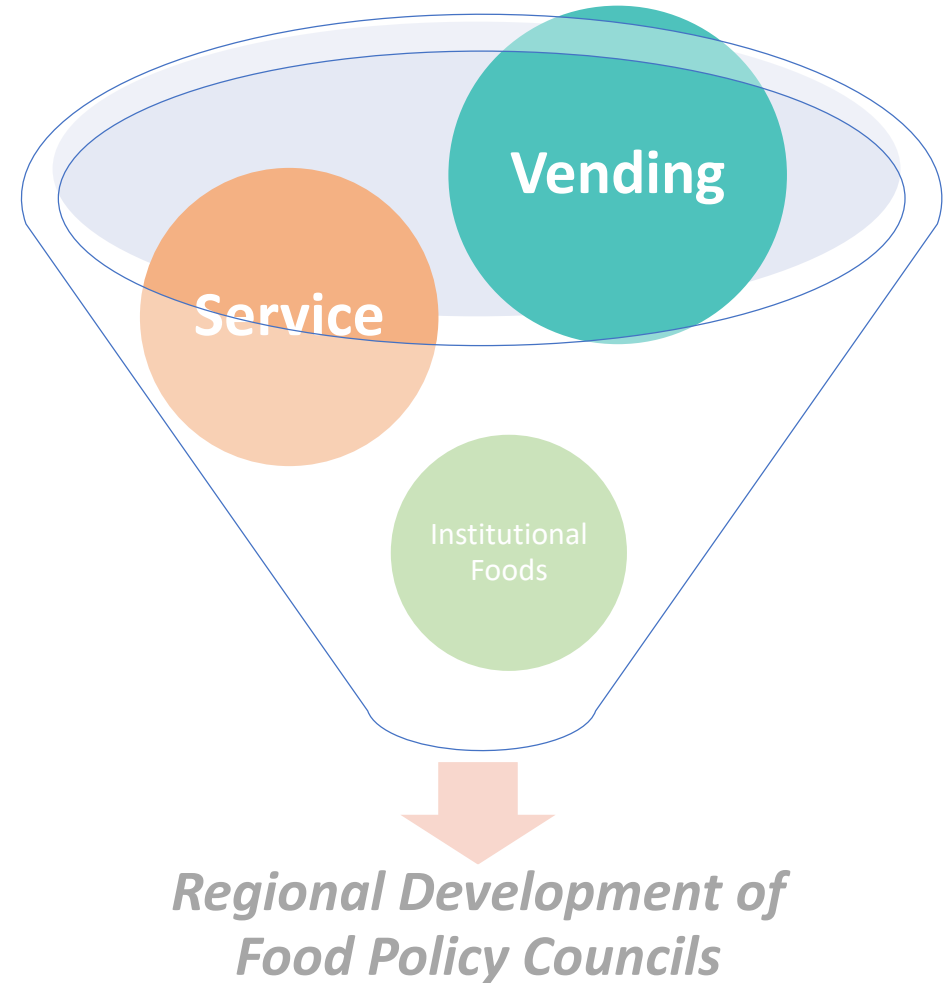
### Service

Food and beverage offerings in PUBLIC buildings

3

### Institutional Foods

Juvenile justice facilities  
Public hospitals  
Senior feeding programs  
Long-term/short-term care facilities  
Correctional facilities





# KAW P.S.E. Strategy

## Step 4: Review Feasibility

## Step 5: Develop Advocacy Plan

**KAW/AHA Collaborative TA Model Development for Policy Change**

**OBJECTIVES:** Using collective impact principles, councils will increase their capacity for the following:

1. Fostering learning and sharing between communities.
2. Developing a strategic policy plan for institutional purchasing.
3. Developing organizational structure.
4. Developing communications plans for stakeholder engagement.

**OUTPUT:** By November 30, 2018 complete KAW implementation grant application

**PROGRAM DURATION:** July – November 2018 (20 weeks)

**PROGRAM PARTICIPANTS:** Junction City, Allen (Kolia); Reno County/South Hutchinson Alliance (Misty); Sedgwick, Harvey

**PROGRAM DEVELOPMENT:**

**Pre-Development Phase (July)**

- Institutional Policy Development
  - Food Procurement 101 module (July 26)
- FPC self-assessment (July 30 – August 13)
- FPC facilitation workshop (August 15)
  - Principles for meeting facilitation
    - Creating open, inclusive environments
  - Consensus building processes
  - Conflict resolution processes
  - Overcoming barriers to progress
    - Uncovering hidden issues
    - Raising the heat
    - Skillful intervention

**HOMEWORK:** Council completes a qualitative readiness assessment to identify perceived institutional purchasing

**NOTE:** This is a council readiness assessment for an institutional purchasing project and structured around the AHA campaign plan.

**Action Phase: AHA Campaign Plan**

- Organizational Capacity (August 20 – September 22)
  - Project Framing: Defining Our Purpose (Zoom: Aug. 21<sup>st</sup>) (Power Point)
    - Recap of July trainings and readiness assessment
      - Engagement: Informal voices, formal discussion
      - Decision making processes: voting (members vs. non-consensus building, etc.

**NOTE:** Must be developed as an active – not passive – measure

- **Misty's story**

**HOMEWORK:** Working with a Washburn Tech student to develop communication tools (i.e. facts sheets)

- Stakeholder Engagement (October 14 – November 10)
  - Identifying stakeholders: targets for change, drivers, allies, decisionmakers, influencers, opponents (In-person: Oct. 16<sup>th</sup>)
  - Identifying stakeholder communication channels *\*introduce technical tool*
  - Educate/recruit campaign partners

**HOMEWORK:** Assessment implementation, part 2 → develop checklist and engage external stakeholders *\*introduce technical tool*

- Wrap-Up (Week of November 11) (In-person Nov. 13/14/15/16) Nov. 13<sup>th</sup>
  - Budget for implementation
  - **Other:** implementation application how-to's
  - End-of-project reflection: facilitated discussion

**Peer Learning Network: Initial Convening**

**Objectives**

- Orientation to PLN
  - Set tone for adaptive, collaborative work
  - Share FPC-SAT results
  - Share campaign template (with target meeting dates)
    - Structure for PLN
    - Reinforce TA provided
- PLN community-building
  - What do councils hope to get out of this experience?
  - **Reno:** Developing a structure, TA
  - **Franklin:** TA guided process, support/idea-sharing with peer FPCs
  - **NWKS:** educate FPC and hear it from others (not just Misty); "be a part of something"; clarify council responsibilities and level of responsibility
  - **Allen:** gain commitments, see FPC as a priority → accountability, consistent and engaged participation...new appointments are an opportunity to reboot. Then there are re-education implications.
  - Develop community-peer expectations
  - To be able to call other PLN partners about issues → will help gain credibility in other councils
  - Invitation other FPCs into their spaces
  - Information-sharing network
  - Identify preferred PLN communications platform
  - **Freed Camp:** platform for sharing documents
  - Not Share Point
  - **Need:** File sharing, discussion/comments, private to PLN group
  - Research other options
- Answer questions

**Community Government Food Procurement Policy Advocacy Campaign Plan**

**Campaign Goal:** (City/County, Vending/Procurement, Type of Policy)

**Community:**

This form will help you walk through the steps, record critical information and help you to strategically refine and strengthen your activities throughout the campaign. Throughout this further information, tips, creative ideas and resources are available in through the Kansas All Wellness Peer Learning Network on Government Food Procurement

1

**SECTION 1: ORGANIZATIONAL CAPACITY**

**Procurement Landscape Assessment**

**Checklist for Food Procurement Campaign Planning**

Are you planning a city or county campaign?

Are you planning a vending-only or all food service campaign?

Provide details about what you will be requesting from the city or county through your campaign.

What type of policy will you work on? Check all that apply.

<input type="checkbox"/>	Resolution	<input type="checkbox"/>	RFP
<input type="checkbox"/>	Proclamation	<input type="checkbox"/>	To be determined
<input type="checkbox"/>	Ordinance	<input type="checkbox"/>	Other:
<input type="checkbox"/>	Contract change		

What are the existing policies or programs that influence purchasing decisions? (i.e., healthy food policies, required budget limits, etc.)

Where are food service venues located on the city/public property? (including self-service machines, if applicable). If any are operated seasonally, such as concession stands, give dates of operation.

Beverage vending machines:

Food vending machines:

Cafeterias:

Concession stands:

Meetings and events that have food catered:

Does the local government contract for vending machine operations, or does it fill the machines on its own? If there are no contracts and vendors manage the machines, are there informal agreements with vendors? (Describe all the different arrangements within all government departments.)

2

# KAW P.S.E. Strategy

## Conditions for Systems Change

### People as resources

- FPC members, TAPs, producers, commissioners, etc.

### Partnerships as roots

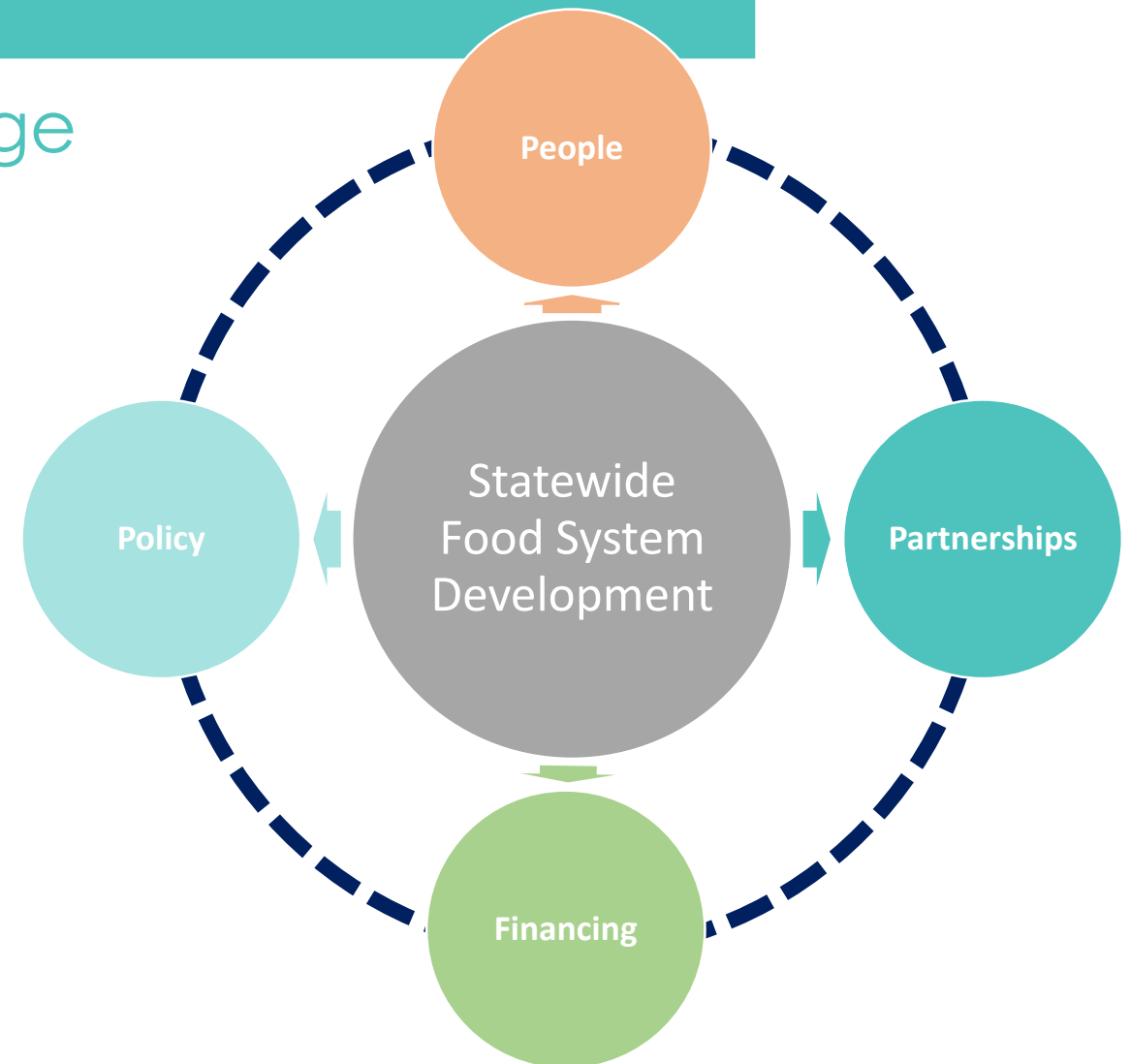
- Live well coalitions, community foundations, governing bodies, school districts, etc.

### Financing as a catapult

- Grants, institutional purchasing, HFFI, etc.

### Policy that opens doors

- Healthy public spaces, worksite wellness, big “P” vs. little “p”, etc.



Activity.

**Community Building  
Exercise**

# Activity.

## Part 1 Directions

Indicate what KSRE “house” you operate in.

### With the Group...(15 minutes)

Roof construction: Work with your KSRE “faction” to come to an agreement on a shared P.S.E. goal.

### On Your Own...(15 minutes)

Pouring foundation: Indicate what value drives your P.S.E work

Setting posts: Indicate what support is needed to accomplish P.S.E. in your context

Building floors: Indicate the progressive activities you need to engage in to achieve the P.S.E. goal

# Activity.

## Part 2 Directions

Tape your houses to the paper on the wall.

### With the Group...(25 minutes)

Follow the directions and use the tools provided to create a P.S.E. neighborhood.

\*If you do not have time to add the finishes to your house, that is okay. But do think about what this means to you!

Now, the who.

Activity.

# Engagement Mapping Exercise

# P.S.E. Engagement Strategy

Public Engagement  
+  
Inter- and Intra-  
Organizational  
Engagement

## APPROACH TO P.S.E. CHANGE



“TO” vs. “FOR” vs. “WITH”

SILOS → COLLECTIVE SILOS →  
COLLABORATIVE INTENT → COLLECTIVE  
IMPACT



Reference  
Activity.

**Public Policy Strategy  
Framework Exercise**

Rome wasn't  
built in a day.

P.S.E. training  
doesn't happen  
in a day.



The Power of Storytelling:  
Introduction to Public Narrative

Power mapping: Identifying Allies,  
Opponents, Adversaries,  
Bedfellows, and Fence Sitters

Charting Target Audiences

Faction Mapping

Issue Framing & Message Wheels

Modes of Dialogue: Engagement  
Streams Framework

Appreciative Inquiry: Community  
Visioning

Map the Gap: The Adaptive  
Community Challenge



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