

Tobacco Control Network (TCN) Strategic Plan for 2010-2013

Mission

The mission of the TCN is to improve the public's health by providing education and state-based expertise for tobacco prevention and control at the state and national levels

Goals

1. Raise the priority and primacy of tobacco use prevention and control at the state and national level.
2. Support the needs of state tobacco control program managers and staff by promoting information-sharing, coordination, and cooperation.
3. Foster collaboration between state tobacco control programs and national partners.

Strategic Priorities

- Define and Market TCN and Its Role
- Address Policy and Emerging Issues
- Cultivate New Strategic Partnerships
- Reinvigorate the TCN structure
- Enhance TCN Membership
- Collaboratively Develop and Grow TCN Member Leadership

Cross-Cutting Priorities

Reducing Health Disparities

Ensuring Sustainability

Promoting and Advancing Evidence-Based Policy Change

Strategic Priority #1

Define and Market TCN and Its Role.

Objective: By December 31, 2010 develop a TCN marketing plan.

Objective: By January 2, 2011, begin implementation of the TCN marketing plan.

Strategy #1: Define and articulate TCN's role.

Activities:

- Create and publish a written description of the role of the TCN.
- Include this description in the fact sheet that the team working on enhancing TCN membership is taking the lead on developing and distribute at June 2010 meeting.

Strategy #2: Select a marketing plan template to use as the basis for a TCN marketing plan.

Activities:

- Review marketing plan templates.
- Select one to use.

Strategy #3: Vet the following list of activities to determine what will be included in the TCN marketing plan.

Activities:

- Conduct webinars on various hot topics (e.g., healthcare reform as it relates to tobacco, FDA regulation of tobacco, and so on)
- Develop fact sheets and post on web, distribute at national meetings, and so on.
- Ensure that TCN's mission, vision, goals are displayed or communicated on all TCN materials.
- Continue mentoring, newsletters, etc.
- Create an "elevator speech" on the role of the TCN, disseminate to TCN members, and encourage use of it to assist in creating a brand for TCN.

Strategy #4: Monitor, track and communicate success of TCN marketing activities.

Activities:

- Develop and implement marketing plan.
- Continue to represent TCN on other network calls/meetings and conduct outreach to CDC routinely.
- Establish regular face-to-face time with OSH/CDC staff.
- Create an annual, nationwide "policy platform" sponsored by TCN.
- Have a strong TCN presence at all national tobacco control and prevention meetings.

Who's Responsible: Tiffany Netters, Irene Centers and Bruce Adkins

Measures of Success:

- Number of calls TCN participates in.
- Types of calls TCN participates in.
- Number of meetings held with CDC.
- Number of meetings in which TCN is represented.
- Policy platform document developed.
- Update schedule and publish list of TCN webinars and other TCN events.

Strategic Priority #2

Address Policy and Emerging Issues.

Objective: By October 1, 2010 and every subsequent year by March 31, the TCN Executive Committee will issue an annual policy and emerging issues agenda to the membership for their collective involvement in moving the national tobacco agenda forward.

Strategy #1: Determine an annual evidence-based tobacco policy platform for TCN by October 2010.

Activities:

- Identify relevant current policy and emerging issues.
- Review results of latest member surveys.
- Track political activity to monitor any emerging issues trends among states and territories.
- Have conversations with CDC and other National partners around emerging issues and capture their positions and potential activities.

Strategy #2: Determine what policy issues are relevant for TCN to address.

Activities:

- Review the existing TCN document, "Criteria for Prioritizing Critical issues," to determine whether so it can be used as the mechanism to vet prioritization of policy and emerging issues (e.g., implementation strategies for health disparities, health equity and social justice, emerging tobacco products, financial sustainability for tobacco control and prevention, and so on)
- Review Freidan's criteria for winnable battles in tobacco control (see April AJPH; MMWR, April 30, 2010)
- Revise/develop a process and protocol for determining what policy issues TCN should and/or should not take on.
- Use/implement the revised process and protocol to determine whether policy issues are appropriate/a good fit for TCN.
- Establish an ad hoc TCN committee that can use the established criteria/protocol for responding to emerging issues (including new products, threats/crises, opportunities, and strategies for how to address as well).

Strategy #3: Clarify the role of the TCN and the Executive Committee in responding to emerging issues.

Activities:

- Review results of latest member surveys to identify relevant policy and emerging issues.
- Finalize annual policy platform.
- Finalize decisions about what TCN goes after in terms of emerging issues.
- In collaboration with the team leading reinvigorating the TCN structure, provide input to By-Laws update for policy piece.
- In collaboration with the team leading the policy and emerging issues work, invite influential partners to join us in promoting these policies as appropriate.

Strategy #4: Seek and promote best practices for how to deal with emerging issues.

Activities:

- Hold/host an emerging issues session at every national tobacco control gathering/meeting/conference.
- Develop white papers on emerging issues of significance.
- Develop a “think tank” of TCN members (with a few added national partners) that comprises a diverse group of experts who can proactively identify and vet emerging issues and make recommendations.
- Conduct webinars, develop fact sheets, and facilitate conference calls to address emerging issues.

Who’s Responsible: Sally Herndon and Kenny Ray

Measures of Success:

- A public policy agenda is established and renewed every year that invites partnerships to contribute.
- Demonstrated contribution to increasing passage of additional Smoke-Free Air Laws as evidenced by
 - Number of relevant webinars offered.
 - Number of relevant materials developed.
 - Number of attempts to put states in touch with other states or organizations that have the information or expertise that is needed, and in some cases organizing on-site visits in states with a team of organizations.
 - Number of states that have been assisted.
- Share support and success across state and territorial programs as evidenced by
 - Mapping and publishing TCN priorities (as a way to put pressure on neighboring states to repeat the success.)
 - Number of instances Technical Assistance is provided to specific state/organization involved.
 - Number and list of policies passed in which TCN was involved, shared information, and so on.
 - Number of written and published case studies from successful states.
 - Number of policy-related webinars offered and counts of numbers attended.
 - Number of success stories shared via the newsletters, e-mails, website, conference calls, and conferences.

Strategic Priority #3

Cultivate New Strategic Partnerships.

Objective: By December 31, 2010, and ongoing as needed, recruit and coordinate with at least 1 to 3 strategic partners to address each policy platform and/or emerging issue areas.

Strategy #1: Identify strategic partners.

Activities:

- Develop a list of all existing strategic partners.
- Develop list of potential partners.
- Develop a top 10 list of potential partnership opportunities (include review of disparities data, emerging issues, and policy priorities and needs as part of this process).
- Prioritize the top 10 list according to the annual policy and emerging issue agenda that is adopted by TCN.

Strategy #2: Develop and maintain relationships with strategic partners.

Activities:

- Review and/or develop marketing materials, such as fact sheets, to use as a tool in developing partnerships.
- Determine a process for collaborating with partners and WIIFM.
- Conduct an analysis, including key informant interviews, to help TCN in decision making about which partnerships it wants to develop to determine what activities need to be underway with each priority organization.
- Organize meetings with key organizations such as NGA, NALBOH, National Association of Attorneys General and NCSL to establish relationships and identify common interests related to tobacco control and “what’s in it for me”.

Who’s Responsible: Mikelle Robinson, Bruce Adkins, Karla Sneegas, and Jim Martin

Measures of Success:

- Number of invitations TCN receives to be at other organizations’ tables.
- Evidence of TCN policy priorities on the agendas of other organizations.
- Number of collaborative efforts between TCN and one or more key strategic partners
- Number of TCN’s key strategic partners that are at the table for specific policy issues.
- Descriptions of how partner relationships helped influence policy changes.
- Descriptions of what partners did to contribute to achievement of policy change.

Strategic Priority #4

Reinvigorate the TCN Structure.

Objective: By June 30, 2011 the TCN will have a new structure and updated By-Laws in place that support the current and future needs of State and Territory tobacco control programs.

Strategy #1: Determine what organizational structure changes are needed to support the TCN mission, vision, and goals.

Activities:

- Identify criteria for determining what structural changes are needed, making sure the criteria support the TCN mission, vision and goals.
- Identify criteria for determining regional representation.
- Describe what a “functional” structure would be.
- Make recommendations to membership to make changes to by-laws that reflect agreed upon structural changes.
- Revise by-laws as needed to be more flexible, including simplifying and clarifying membership component and better defining audience and member eligibility.

Strategy #2: Implement the organizational structures adopted via TCN By-Laws.

Activities:

- Identify a short list of top priority issues in collaboration with the team leading the policy and emerging issues work.
- Assess what ongoing topics need to be addressed (e.g., diversify funding of TCN, and so on)
- Develop flexible working groups as needed.
- Create a document that operationalizes how the various working groups will work (for example, describe details behind what “flexibility” means).
- Create a plan of action with input from regional representatives about how regions will work and that includes technical assistance and support.

Who’s Responsible: Janet Kiley and Donna Fleming

Measures of Success:

- Committee structure changes in place by December 31, 2010.
- Revised and approved by-laws in place by December 31, 2010.
- Regional structure changes in place by March 31, 2011.
- At each executive committee meeting, team leads report on progress.
- Annually review TCN structure and By-Laws at a meeting in which the executive committee evaluates outcomes and next steps to keep moving the strategic plan agenda forward.

Strategic Priority #5

Enhance TCN Membership.

Objective: By 2013 at least 75% of State and Territory tobacco control programs will have one or more staff members actively engaged in the TCN.

Strategy #1: Enhance and communicate TCN membership benefits to show members “what’s in it for me.”

Activities:

- Collaboratively identify tools, materials, and outreach in order to better define, enhance, and market TCN to new membership.
- Hold a joint call with the team leading the work on defining and marketing the TCN role to discuss what can be developed and who is going to do what since the work of these two teams go together.
- Create and share a ‘reach out’ document for current and potential members on what TCN can do and what you can do for TCN.
- Develop a fact sheet, toolkit or packet that introduces TCN to potential members and that can be used to keep people engaged in the network. House this material on the TCN website and make it printable from the Website.

Strategy #2: Identify and recruit new members.

Activities:

- Identify and set a target goal for new TCN members each year.
- Expand state membership by conducting one-on-one outreach calls to those not participating in TCN for the purpose of recruitment.
- Recruit new members based on emerging issues.
- Develop a strategy for and provide communication to program managers regarding the inclusion and engagement of program staff beyond program managers.

Strategy #3: Develop and use strategies to expand membership beyond state tobacco control program managers.

Activities:

- Continue to build on existing and expand TCN member benefits such as Help Your Peers, Tobacco Free Press, and so on.
- Make sure the TCN marketing strategy includes strategies to ensure membership is successful by coordinating with the team leading the work to define and market TCN and its role.
- Offer opportunities for professional development of all state tobacco control staff (e.g., epidemiology, media, cessation)
- Make sure messages are consistent and clear.

Who’s Responsible: Bruce Adkins, Irene Centers, and Karalee Harper

Measures of Success:

- By May 31, 2011, assess the change in membership from where the TCN is as of June 1, 2010 (baseline) toward reaching the 75% by 2013 target.
- Count the number of non program managers who are members of the TCN (e.g., epidemiologists, media, policy, cessation, and Quitline folks, to name a few) as of May 31, 2010 and recount every year.
- Count the number of Territories who are members of the TCN as of May 31, 2010 and recount every year.
- Count the number of position papers refined/developed by the TCN per year.

Strategic Priority #6

Collaboratively Develop and Grow TCN Member Leadership.

Objective: By 2013 the TCN will include a comprehensive Leadership Development Program as a basic membership benefit.

Strategy #1: Expand and enhance the TCN mentoring program to include state staff in addition to program managers.

Activities:

- Conduct an inventory of state needs using an online survey and match with TCN mentors.
- Develop a process for program managers to use to request mentoring for key staff members (in addition to what occurs with new PM hires).
- Develop mentor “SWAT” teams to help states with specific management needs (e.g., affinity groups).
- Make calls to interested state staff having “TCN needed” specialty roles (e.g., evaluation, communications, policy specialists, and so on).

Strategy #2: Use existing channels to communicate relevant leadership information.

Activities:

- Share leadership development opportunities with TCN membership through existing and new communication channels.
- Highlight and promote outstanding leaders in state tobacco prevention and control on a regular basis.

Strategy #3: Ensure TCN Leadership sustainability.

Activities:

- Develop a succession plan for incoming TCN leadership.
- Develop an orientation for incoming TCN leadership.
- Contribute to moving the development of tobacco control and prevention staff competencies forward. That is, find out what’s been done, who has done activity before, who owns it, and what TCN’s role might be.

Strategy #4: Develop a TCN leadership program.

Activities:

- Write a grant (e.g., Robert Wood Johnson or other funder) to secure funding for a leadership fellows program for TCN state program managers.
- Pilot a one-year mentoring leadership program.
- Create leadership training opportunities (i.e., for advocacy institute) for TCN members.

Who’s Responsible: Karla Sneegas, Seema Dixit, and Sally Herndon

Measures of Success:

- Number of other state staff that participate in the mentoring program.
- On an annual basis, count the number of tobacco control staff (other than PMs) involved in the TCN mentoring program.
- A grant application to secure funding for a TCN leadership fellows program is written and submitted by September 30, 2011.
- On an annual basis, compile an inventory of state needs and TCN mentors.
- Number of TCN members who participate in leadership development events between 2010 and 2013.