

Tobacco Control Network (TCN) Strategic Plan for 2013-16

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/territory and national levels.

Goals

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

Strategic Priorities

- Sustain Population-Based Tobacco Prevention and Control in States, Territories, and CDC/OSH-Funded Tribes
- Enhance TCN Membership
- Foster Advancement of the TCN Policy Platform
- Enhance Communication and Foster Alignment with External Partners

Desired Outcome

Funded, robust tobacco prevention and control programs exist in every state, territory, and CDC/OSH-funded tribe in order to increase evidence-based tobacco prevention and control policies, programs and media that contribute to: 1) reducing the uptake and use of tobacco products; and 2) achieving health equity.

Cross-Cutting Priorities

- Achieve health equity
- Enhance Training and Educational Opportunities (for the tobacco prevention and control workforce at the state/territory and national levels)

Priority #1

Sustain Population-Based Tobacco Prevention and Control in States, Territories, and CDC/OSH-Funded Tribes.

Objective: By September 30, 2016, the TCN will support state/territory and CDC/OSH-funded tribal tobacco prevention and control Program Managers to integrate sustainability efforts into their work in order to maintain resilient tobacco prevention and control programs that endure changes in the economic and political climates.

Strategy #1: Define the elements and characteristics of a sustainable tobacco prevention and control program.

Activities:

- 1.1.1 Compile information and documents detailing the core components of a sustainable tobacco prevention and control program (including information on how MA and/or other programs have handled funding fluctuations).
- 1.1.2 Use results of information gathering to draft a guide on tobacco prevention and control program resilience that includes addressing health equity and describes the elements and characteristics of sustainable tobacco prevention and control programs.
- 1.1.3 Share the draft document with CDC/OSH, and solicit feedback.
- 1.1.4 Incorporate CDC/OSH feedback.
- 1.1.5 Share Draft #2 of document with TCN membership and solicit feedback.
- 1.1.6 Incorporate TCN membership feedback into the next draft of the guidance document.

Strategy #2: Make the use of effective sustainability messages a priority within tobacco prevention and control programs.

Activities:

- 1.2.1 Identify a message planning tool to use to help make sure all bases are covered (e.g., audience segmentation identification).
- 1.2.2 Develop, provide, and promote effective messaging about sustainable tobacco programs that are targeted for multiple situations and audiences.
- 1.2.3 Create centralized repository of these “stock” messages.
- 1.2.4 Include messages about potential cost savings and return on investment from evidence based tobacco prevention programs, tobacco cessation programs, and interventions to eliminate exposure to secondhand smoke.

Strategy #3: Plan for sustainability.

Activities:

- 1.3.1 Develop or locate an assessment tool (e.g., the tool being developed by Washington University: <https://sustaintool.org/>) to help states / territories / CDC/OSH-funded tribes assess their program’s sustainability efforts.

- 1.3.2 Develop and provide planning for sustainability “how-to” guidance based on assessment results.
- 1.3.3 Promote and advocate for increased tobacco taxes, and use of a portion of these revenues for tobacco prevention and control (linked to policy priority).

Strategy #4: Develop and deliver training that focuses on the core competencies of tobacco prevention and control.

Activities:

- 1.4.1 Develop and implement a TCN training plan (in coordination with CDC/OSH) that promotes sustainability of state/territory/CDC/OSH-funded tribes’ tobacco prevention and control programs and complements (not duplicates) efforts of other organizations. (Examples of training activities might be: Offer webinars related to sustainability; and develop and provide talking points.)

Who’s Responsible: Karen Girard (OR), Spencer Straub (WI), and Anna Landau (MA)

Measures of Success:

- Surveys after webinars/training measuring increased understanding of sustainability concepts.
- Monitor Google Analytics for the TCN website for page hits, TCN material downloads.
- Pre-post survey of TCN membership regarding understanding of sustainability components, messaging, etc.
- Increase in sustainability assessment scores for tobacco prevention and control programs that choose to use the assessment.
- Increase in funding for tobacco prevention and control programs.

Priority #2: **Enhance TCN Membership.**

Objective: By September 30, 2016, enhance engagement of the TCN membership in sharing and responding to TCN communications and being actively involved in TCN sponsored activities.

Strategy #1: Provide rapid response to new, emerging issues and information.

Activities:

- 2.1.1 Draft a guidance document for orienting and engaging new TCN members.
- 2.1.2 Review and update the TCN orientation guide on the TCN website.
- 2.1.3 Engage all states, territories and CDC/OSH-funded tribes (through states and territories), in building support for funded, robust tobacco prevention and control programs.
- 2.1.4 Provide rapid response to new, emerging issues and information, using affinity groups, webinars, Help Your Peers, etc., and develop tools as needed.
- 2.1.5 Use criteria for determining strategic priorities to assess which issues the TCN should respond to / take on (use the existing list as a starting point and modify as needed).

Strategy #2: Implement the new communication plan [to be finalized following winter 2013 assessment] to describe TCN's niche.

Activities:

- 2.2.1 Develop talking points.
- 2.2.2 Outline who the target audiences are.
- 2.2.3 Develop testimonials for TCN benefits.
- 2.2.4 Continue to promote TCN products and services to membership.

Strategy #3: Enhance membership involvement.

Activities:

- 2.3.1 Create a list of "quick start" actions regional representatives can use to conduct outreach to and engage member states, territories and CDC/OSH-funded tribes (e.g., questions to ask, discussion topics, e-mail templates, calls, webinars, etc.)
- 2.3.2 Regional representatives will reach out to tobacco prevention and control PMs, and request they review their list of staff to ensure all state, territory, CDC/OSH-funded tribe and funders alliance member staff are included.
- 2.3.3 Encourage PMs to be the conduit of information to Community Transformation Grantees (CTGs), and other partners.

Strategy #4: Enhance state staff program management training.

Activities:

- 2.4.1 Conduct an annual assessment of TCN member training needs in collaboration with CDC and partners, as appropriate.
- 2.4.2 Use results of the training needs assessment to drive tiered training design and development decisions that are segment by audience need.
- 2.4.3 Outline what training TCN can provide and share in conjunction with OSH's Program Services Branch (PSB).
- 2.4.4 Develop and deliver "how-to," practical skills building training that includes use of testimonials / tobacco prevention and control program examples on topics such as health equity, partnership building, etc. and do so in conjunction with key national partners, ensuring that TCN's efforts are unique and complementary to CDC/OSH's and partners'.

Strategy #5: Expand and enhance the TCN peer-to-peer support provided to states, territories and CDC/OSH-funded tribes.

Activities:

- 2.5.1 Develop a process for identifying, creating, using, and supporting affinity groups to facilitate peer-to-peer engagement.
- 2.5.2 Proactively recruit mentors (retired cohort).
- 2.5.3 Provide support to mentors on how to be a mentor, and encourage mentees to use seasoned PMs/Mentors.
- 2.5.4 Explore ways to build relationships and communication through social media (e.g., LinkedIn).

Who's Responsible: Miranda Spitznagle (IN), Tracey Strader (OK), and Mikelle Robinson (MI)

Measures of Success:

- TCN member satisfaction with timeliness of TCN response to emerging needs.
- Year-to-year usage of TCN products / services (e.g. # of Help Your Peers (HYP) requests, mentoring matches made, etc.)
- Regional representatives are more confident in conducting outreach and member engagement activities; increase in # of regional interactions (e.g., email communications, teleconferences).
- Increase in # of TCN members from states / territories / funders' alliance.
- Evaluation of program management training (measures: satisfaction, increased capacity of participants).
- Increased member participation in social media, and content sharing is in line with goals of the TCN communication plan.

Priority #3

Foster Advancement of the TCN Policy Platform.

Objective: By December 31, 2016, increase the impact of the TCN Policy Platform by fostering alignment with the policy priorities of partner groups and advancing the readiness of states, territories, and CDC/OSH-funded tribes to work on policies identified in the Platform. As CDC's Best Practices are updated, the TCN Policy Platform will be updated as appropriate.

Strategy #1: Integrate the TCN Policy Platform into the policy agendas of state and national organizations to promote collective action that supports widespread adoption and implementation of core strategies and advances work on promising practice policy strategies.

Activities:

- 3.1.1 Create a matrix profile of each partner organization / agency and ask organizations to designate a primary point of contact for TCN communications.
- 3.1.2 Educate partner groups (e.g., Association of State and Territorial Health Officials (ASTHO), National Association of Chronic Disease Directors (NACDD), National Association of County and City Health Officials (NACCHO), National Association of Local Boards of Health (NALBOH), Centers for Medicare and Medicaid Services (CMS), Tobacco Control Legal Consortium (TCLC), Food and Drug Administration (FDA), Robert Wood Johnson Foundation (RWJ), National Networks) about the TCN Policy Platform, identify common ground, and find ways to link with partner groups to promote and broadly facilitate support for and implementation of TCN platform policies.
- 3.1.3 Standardize communication with the groups to assure integration of Policy Platform into organizational agendas / plans / strategies when possible.

Strategy #2: Among states, territories and CDC/OSH-funded tribes, identify the readiness for change and the stage of policy change these programs are in related to the TCN Policy Platform, including the promising best practices, and use this to inform the development of technical assistance and support to states, territories, and CDC/OSH funded tribes.

Activities:

- 3.2.1 By April 1st and on an annual basis thereafter, the TCN regional representatives will coordinate an environmental scan among state, territorial, and CDC/OSH-funded tribal tobacco prevention and control programs to assess their readiness for change and the stage of policy change they are in related to the TCN Policy Platform, including the promising best practices (e.g., conduct an electronic survey to TCN membership, regional surveys, or webinar surveys).
- 3.2.2 In collaboration with other strategic planning work groups, develop schedule / calendar of webinars, tools, and affinity groups and focus TCN regional efforts to advance the readiness and capacity of tobacco prevention and control programs to work on TCN platform policies.

- 3.2.3 As CDC best practices are updated, the TCN policy platform will be revised as appropriate.
- 3.2.4 Add standing segment to Executive Committee calls for discussion of existing tools to avoid overlap.

Strategy #3: Support implementation of the TCN policy platform among federal programs and national organizations that impact state tobacco prevention and control programs.

Activities:

- 3.3.1 Engage National Networks for Tobacco Control and Prevention in the development of tip/fact sheets to: 1) identify how to address health equity through policy, and 2) tools that support the role of publicly funded agencies to develop and implement tobacco prevention and control policies.
- 3.3.2 Proactively communicate the TCN policy agenda to ensure collaboration and minimize redundancy of efforts regarding the cross-over that exists among federal programs and national organizations (e.g., American Medical Association (AMA), American Academy of Pediatrics (AAP), American Academy of Family Physicians (AAFP); National Conference of State Legislatures (NCSL), National Governor's Association (NGA); and CDC/OSH, Community Transformation Grantees (CTGs), FDA, Substance Abuse and Mental Health Services Administration (SAMHSA), (Department of Housing and Urban Development (HUD), Department of Defense (DoD), etc).

Who's Responsible: Sharon Biggers (SC), Roy Hart (MS), and April Roeseler (CA)

Measures of Success:

- Track number of partner agencies contacted and their response regarding alignment with the TCN Policy Platform.
- Readiness for change and stage of policy change survey and results.
- Health equity through policy tip/fact sheet created.
- Policy development Do's and Don'ts tools created.
- Number of policy affinity groups established.
- Track # of uses of various tools through annual survey.
- Regional representatives report out on policy-related activities (evidence of increased state participation).

Priority #4

Enhance Communication and Foster Alignment with External Partners.

Objective: By September 30, 2016, the TCN members' interests will be represented in the sustainability and policy efforts of its external partners.

Strategy #1: Provide advice to federal agencies (CDC/OSH/CTG/CDC Policy Office; FDA; National Cancer Institute (NCI); SAMSHA; HUD) on how to enhance work with the states.

Activities:

- 4.1.1 Write letter to national partners introducing TCN and this plan and offering to provide input on request.
- 4.1.2 Ask CDC/OSH to have input in the Funding Opportunity Announcement (FOA), including changing the fiscal year to improve on inefficiencies.
- 4.1.3 Be a sounding board for OSH/ PSB, including development of a systemic training plan, as needed.
- 4.1.4 Provide input to CDC on FOAs development that pertains to states' effective delivery/response
- 4.1.5 Communicate with OSH the need for updated Best Practices guidance and the need for incremental strategies to reach CDC Best Practices funding levels, including, but not limited to "recession era best practices guidance" and make it available to TCN members and partners by **TBD**. Once TCN and CDC agree, communicate this guidance to key partners.

Strategy #2: Identify mechanisms to engage and work with the National Networks for Tobacco Control and Prevention.

Activities:

- 4.2.1 Review National Networks' top priorities.
- 4.2.2 Facilitate National Networks reviewing TCN's top priorities.
- 4.2.3 Meet with National Networks representatives (via web) to discuss areas of mutual benefit and overlapping interests, including sustainability, the policy platform and health equity.
- 4.2.4 Work with the National Networks on an ongoing basis to develop and update a plan that outlines specific activities the TCN can implement to elevate the issue of health equity over the next three years.
- 4.2.5 Collaborate on a webinar to review issues of health equity and other new evidence based information in Guide to Community Preventive Services.
- 4.2.6 Engage National Networks in sustainability by sharing the strategic plan and educational tools to build support for TCN's desired outcome.
- 4.2.7 Communicate on issues that are of overlapping interests of states and National Networks through affinity groups, webinars, or Help Your Peers.

Strategy #3: Solicit support for / alignment on sustainability strategy with the Funders' Alliance for State-based Tobacco Prevention and Control Programs and national partners (e.g., ASTHO, NACCHO, NALBOH, CTG, CMS, NACDD, TCLC, and FDA).

Activities:

- 4.3.1 Check in with ASTHO on recruitment of staff to fill tobacco position.
- 4.3.2 Hold regular Executive Committee/Subgroup conference calls with NACCHO and NALBOH as needed.
- 4.3.3 Develop a 1-page resolution on sustainability (and that is vetted through the Executive Committee).
- 4.3.4 Work with Campaign for Tobacco-Free Kids (CTFK) to facilitate getting National Partners to sign-on to the resolution on sustainability by September 2013.
- 4.3.5 Develop a graphic that represents how sustainability ripples out with partners. (Closest / first are TCN and CTFK; then National Networks and Cancer followed by Pediatrics, Family docs, ASTHO, NACCHO, NALBOH, NACDD; then American Heart Association (AHA), American Lung Association (ALA); Legacy Foundation; Governors' and Legislatures' Associations; etc.)
- 4.3.6 Identify mechanisms by which TCN can participate in various partner calls.

Strategy #4: Strengthen national partnerships (e.g., AMA, ASTHO, NACCHO, NALBOH, FDA, NACDD, etc.) by ensuring TCN serves as a liaison regarding issues of concern to states, territories, and CDC/OSH-funded tribes.

Activities:

- 4.4.1 Explore working with CDC National Partners.
- 4.4.2 Get TCN issues on the agendas of National Partners and make sure we are responsive to theirs.
- 4.4.3 Reach out to FDA's Center for Tobacco Products (CTP) Office of Policy to convene regular communication with TCN leaders on upcoming FDA-CTP initiatives of interest to the state tobacco prevention and control programs.
- 4.4.4 Work with TCLC to respond to open dockets with state/local information.
- 4.4.5 Use regional TCN structure to elicit input from states, territories, and CDC/OSH-funded tribes for FDA.
- 4.4.6 Provide TCN membership perspectives / issues to National Partners (e.g., sustainability resolution).
- 4.4.7 Determine how TCN can get a "place at the table" on monthly partner calls.
- 4.4.8 Identify what TCN's agenda item(s) will be for participating in National Partner calls (by soliciting ideas from TCN members, etc.)
- 4.4.9 Explore ways TCN can work with the DoD on tobacco prevention and control interventions for active military and veterans.

Strategy #5: Encourage states (e.g., Governors, Administrations, Secretaries, Health Officers and/or Health Commissioners) to keep evidence-based tobacco use prevention, cessation and control on the forefront for funding.

Activities:

- 4.5.1 Work with CTFK to help states make the best bi-partisan case for tobacco prevention and control including making the health case, the business case as well as the social justice case to Governors, Secretary/Cabinet Level folks, National Conference of State Legislatures, etc.), as appropriate for the audience.
- 4.5.2 Use messaging created by priority group #1 and housed in central repository to gain support and understanding and share knowledge with National Partners.

Who's Responsible: Bruce Adkins (WV), Sally Herndon (NC), and Roy Hart (MS)

Measures of Success:

- Increasing collaboration with other federal agencies and external partners as evidenced by
 - Increasing number of requests from federal agencies to provide input on what works best in tobacco prevention and control for states/territories/CDC/OSH-funded tribes.
 - Consistent/regular communications.
 - Increasing number of invitations to participate in external partner meetings / events.
 - Resolution on sustainability is developed and shared with National and other external partners.
 - Number of responses provided to open dockets (in conjunction with TCLC).
- A cadre of trusted partners that are responsive is available and working toward mutual tobacco prevention and control goals.