



Tobacco Control Program Policy Adoption and Implementation Model Guidance

The Policy Adoption and Implementation Model (PAIM) was created by the Los Angeles County Tobacco Control Program and adapted by the Rhode Island Department of Health Tobacco Control Program (TCP) to provide guidance for advocates, decision makers, municipal leaders, and residents interested in policy change efforts to improve their community and protect youth from tobacco influence.

For example, such measures may pertain to retail sales of tobacco products (including e-cigarettes and other emerging products and devices), restricting youth access to tobacco products, and implementing smoke-free and tobacco-free policies for housing, campuses, parks, and other indoor and outdoor public spaces.

The TCP recognizes that each stakeholder's approach at each stage may vary depending on the issue addressed, community needs, capacity, budget, and other factors. Activities are suggested as needed and as appropriate. TCP will provide technical assistance.

PAIM Steps

1. Gather information: What is the problem?

Gather information and supporting documentation—especially data—to make a case for change. Your work plan should include goals and objectives based on current, reliable, and accurate information that can be measured.

Activities

- ✓ Review and share tobacco control and tobacco retail point of sale (POS) resources.
- ✓ Increase your team's awareness and understanding of the issues.
- ✓ Assess your community for related challenges and opportunities.
- ✓ Create a work plan detailing activities toward policy change.
- ✓ Visit the RI Department of Administration (DOA) website to identify how many tobacco licenses are issued in your community.

Resources

Tobacco Control:

- CDC fact sheets, cdc.gov/tobacco/data_statistics/fact_sheets
- 2014 Report of the Surgeon General, surgeongeneral.gov/library/reports/50-years-of-progress/50-years-of-progress-by-section.html
- RI-DOH website, health.ri.gov/tobacco
- Tobacco Free Rhode Island website, tobaccofree-ri.org
- Campaign for Tobacco Free Kids, tobaccofreekids.org

- RI Division of Taxation, Cigarette Licensing List, tax.ri.gov/help/CigaretteLicList.php

Tobacco Retail Point of Sale (POS):

- RI DOH retailer toolkit, health.ri.gov/publications/toolkits/TobaccoRetailerLicensing.pdf
- Standardized Tobacco Assessment of Retail Settings (STARS) national survey tool to collect retail setting data, countertobacco.org/store-assessment-tools
- Rhode Island Tobacco Free Youth Initiative Resources List, health.ri.gov/rfp/TobaccoFreeYouthInitiativeAddendum2.pdf

Policy Change:

- *RI Government Owners' Manual:* Get to know how proposed policy and environmental changes get passed in your city or town. This Rhode Island Secretary of State web page is a great starting place to find this information and more. Visit: sos.ri.gov/govdirectory.
- Visit your local city/town website to become familiar with local decision makers and coalitions.

2. Be strategic: Who will your campaign engage?

- Identify community stakeholders, allies, and advocates as potential coalition partners and/or key supporters.
 - List larger groups whose mission and goals would complement your campaign.
 - Include groups with active and motivated members.
 - Include groups with established social media followers (e.g. Facebook, Twitter)
 - Find out how these groups communicate with members and start thinking of potential areas for collaborations.

How will you engage them?

- Develop two campaign contact lists:
 - Coalition members/supporters
 - Media contacts who cover your community or statewide health topics
- Plan community outreach efforts.
 - Research community events, plan activities of your own, and identify public meetings to educate and inform the public on the issue.
 - Establish simple talking points for communicating the issue to others.
 - Gather fact sheets or other educational materials to distribute.
 - Identify staff, allies, or volunteers to be trained on the issue to help educate the public at community events.
- Create a media plan.
 - Incorporate consistent messaging and talking points from public education efforts.
 - Research other successful state and national youth engagement campaigns to model, especially if addressing POS and youth access to flavored and cheap tobacco products.

- Consider branding your campaign with a memorable and positive campaign slogan.
 - If your organization has a website, post educational content there too. (Do this only if web pages can be updated with ease as your campaign progresses. Stale or misinformation can hurt your campaign! In lieu of static web pages, Instagram, Facebook, and Twitter campaign pages can often suffice, and these are free.).
 - Utilize “earned” media (i.e. op-eds, letters to the editor, or news articles) as much as you can. These are free.
 - Consider placing paid ads if these fit your budget. Time these to run during a critical time during your campaign for them to be most effective.
- Prepare to respond to opponents at all times.

Activities

- ✓ Conduct key informant interviews to identify policy allies.
- ✓ Conduct public opinion surveys to document POS problems (example: youth access to tobacco products).
- ✓ Practice communicating talking points with others on your team.
- ✓ Book live events to educate the community around POS issues and how they impact youth. Bring hand-outs and other educational materials.
- ✓ Participate in the planning meetings and press conferences around national tobacco awareness days like **Kick Butts Day** and **World No Tobacco Day**.
- ✓ Anticipate and prepare translated materials or other special needs accommodations at meetings and public events to help overcome access and communications barriers. Key coalition members from other agencies or your city or town clerk’s office may be able to suggest what may be needed.
- ✓ Anticipate and prepare to respond to opponents’ arguments and tactics.
 - Before the campaign launch, brainstorm potential opponents and opposing views.
 - Have responsive talking points ready to go that stay focused on the issue and are supported with facts. Do not let opponents steer the public conversation to an alternate topic. Stay focused on the campaign goal.
 - Mobilize coalition members and supporters, if necessary.
 - Look for opportunities to expand messaging outreach during times of increased media attention generated by opponents’ efforts.

3. Build and broaden community support: How will you increase campaign and message reach to all stakeholders?

- Widen your local network of stakeholders to help engage the public and expand the reach of your campaign messages.

Activities

- ✓ Approach local constituency groups to publicly support your campaign and/or join the campaign coalition, especially groups who represent:
 - Parents
 - Teachers
 - Youth

- Cancer survivors
 - Community-based organizations
 - Law enforcement
 - Healthcare providers
 - Faith-based communities
 - Businesses and retailers
 - Social service agencies
- ✓ Participate in coalition members' local events.
 - ✓ Request agenda time at allies' meetings.
 - ✓ Plan local grassroots events with a hook or theme/title. Collaborate with allies.
 - ✓ Invite decision-makers to events and meetings.
 - ✓ Read the local news daily. Keep an eye out for potential new allies, effective advocates, and coalition members.
 - ✓ Bring sign-up/contact sheets to community events to identify potential new recruits. Keep updating your contacts data base.

4. Implement campaign: How will you broaden engagement?

- Implement your work plan and campaign strategies that build campaign momentum, increase community-wide support, and educate the public about your campaign goal and related issues.

Activities

- ✓ Leverage partnerships to present a united front to media:
 - Collaborate with other stakeholders to utilize all forms of media to garner support for change.
 - For example, co-author article submissions and editorials to local papers, request public letters of support from key allies and groups, conduct internet-based surveys, and share results at community partner venues.
- ✓ Join topical list-servs and email groups.
- ✓ Create newsletters and periodic email updates.
 - Sent to your established coalition and followers, etc.
 - Follow-up with supporters regularly to energize and engage them, and to maintain campaign momentum.
- ✓ Expand online and offline strategies.
 - Remember to "like" and "follow" other coalition's social media web pages and comments regularly because, in turn, those contacts will do the same for your campaign. Their followers will become your campaign's followers!
- ✓ Review, refine, and extend your media plan.
 - If your campaign is not showing desirable results, research and review other successful campaigns again before refining yours.

5. Enforce policy change: Who needs to know about policy change and how it will be enforced?

- Once the campaign goal has been achieved through policy implementation, it's critical to ensure the provisions of the policy are implemented and enforced within your community in an effective and sustainable manner.

Activities

- ✓ Maintain and build new relationships with policy/decision-makers, city staff, law enforcement, and community coalition members, especially key campaign supporters.
 - Look for opportunities to engage original opponents in this outreach step too.
- ✓ Recognize key campaign champions publicly, such as through:
 - Certificates of achievement at a public ceremony, for example, at a City Council or Town Council meeting, or other coalition meeting or event.
 - Acknowledging supporters in news coverage, newsletters, and via social media.
- ✓ Email coalition members and supporters about enforcement and implementation updates.
- ✓ Assist with educating the public about the policy, such as through:
 - New signage. (If necessary, help key stakeholders create the template and coordinate targeted distribution.)
 - Policy kick-off event or press event.
 - Community forums.
 - Paid advertisements in the local paper, online ads, outdoor advertising, school and team year-books and special event programs, etc.
 - Announcements at coalition meetings or other public events.
 - Social media.
- Monitor implementation and enforcement activities by gathering information. For example:
 - Assess whether appropriate public signs have been posted effectively.
 - Have follow-up meetings with local law and code enforcement officials to discuss issues and challenges.
 - Set deadlines and time-frames to measure outcomes and publicly announce results. For example, the one-month, six-month, or one-year anniversary since passing the XYZ Policy.
 - Post a policy survey online for community members/residents to participate and/or view results.

6. Evaluate Results: Was your campaign effective?

- Policy evaluation should be taken into consideration throughout the policy change process and especially following implementation.
- “Policy evaluation uses a range of research methods to systematically investigate the effectiveness of policy interventions, implementation and processes, and to determine their

merit, worth, or value in terms of improving the social and economic conditions of different stakeholders,” according to the Centers for Disease Control and Prevention (CDC).

- Policy evaluation often documents policy development, implementation, compliance, and results/impacts. It should inform the evidence base and help direct future policy.
- Evaluations should address and serve to answer the following questions:
 - Does the policy content clearly communicate intent of the goals and how implementation should occur?
 - Was the policy implemented as planned?
 - Did the policy produce the intended outcomes?
- Evaluations for POS strategies should ask:
 1. Are grant-funded activities, coupled with technical assistance, an effective strategy for adoption or expansion of local tobacco control policies?
 2. Is implementation of local POS tobacco policies associated with an increase in enforcement?
 3. Are POS tobacco policies associated with changes in accessibility of tobacco products marketed to youth?
 4. What were the facilitators and barriers associated with implementation of local POS tobacco policies?
 5. Update as needed. Who is engaged? What’s working? Where are the challenges in engagement?

Activities

- ✓ Work with the TCP to evaluate the process of policy change (process evaluation) and to document outcomes (outcome evaluation).
 - An evaluation plan should be developed in tandem with the work plan/campaign plan.
- ✓ Assess strategies for effectiveness and make any necessary adjustments or changes to your campaign as work continues.
- ✓ Develop local “success stories” and share lessons learned.
- ✓ Track monthly progress and supply other documentation that shows impact of implementation of local POS tobacco control policies.
- ✓ Observe changes in compliance with local retail tobacco POS policies from enforcement data and in-store observations.
- ✓ Save and archive copies of grantees’ local earned media (e.g., Op-Eds, advertisements, articles).
- ✓ Track community meeting participant summaries and evaluation sheets.