

# SECTION 1

## Introduction and Overview

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# Section 1: Introduction and Purpose

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Ontario communities who are involved in the provincial Heart Health Program are involved in planning at many levels. They are establishing strategic plans that will guide their community-based activities over the next four years and beyond. They are planning programs that implement this strategy in a sequential, coordinated and integrated way. Most are planning communication campaigns to complement their programs and many are preparing evaluation plans to determine the results of their efforts. Along the way, they are planning for the sustainability of their efforts. Technical support for this process and to the groups involved is the mandate of the Heart Health Resource Centre (HHRC) and this Guide represents one such form of support.

This Facilitator's Guide, a companion document to the *Comprehensive Heart Health Program Planning* workbook developed by Donna Mitchell, has been designed for use by:

- a) representatives of local Heart Health coalitions throughout Ontario who are facilitating their community planning processes; and,
- b) consultants available to communities through Ontario's Health Promotion Resource System.

This Guide will highlight a *process* that could be used by a facilitator to assist a community coalition or sub-committee in completing the five program planning steps outlined in the workbook. Many *tools* have been included to assist facilitators in leading groups through these steps. As well, *additional resources* have been identified for those facilitators who feel they would benefit from this.

This is NOT meant as a training document in group facilitation. It is assumed that those making use of the material here have experience in this regard. Rather, this provides ideas for designs that will be delivered in a method best suited to each facilitator and community group.

These guidelines are meant as suggestions only. Facilitators are encouraged to adapt them as suits their own style and the needs of the groups with whom they are working. They are also encouraged to share these adaptations with their peers, via the HHRC, so the pool of approaches grows and ultimately enhances the field of heart health in Ontario.

# Section 1: Overview of the Guide

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## A: OUTCOMES

There are three outcomes associated with the planning process:

- a) a strategic plan that sets the four year vision, mission and goals of the local project from April, 1999 through March, 2003 .<sup>1</sup>
- b) a four year plan that outlines the set, scope and sequence of programs that make up the project.
- c) a detailed one year action plan for the first of the four years (April, 1999 through March, 2000). This may include an Evaluation Plan and a Social Marketing Plan as well.

The one year action plan will need to be created annually and, at that time, there will likely be a re-visiting of the strategic and four year plans. Therefore, there may be opportunity for consultants to use this Guide at several points over the next few years. As well, a variety of facilitators may be involved with any given community over time so, as one of these facilitators, you may be looking at only a section of this overall task.

## B: FORMAT

The format of this Guide follows the five steps of *the Comprehensive Heart Health Program Planning* workbook. The concepts and content are built around the *Heart Health Program Application Guidelines*, distributed by the Ontario Ministry of Health's, Health Promotion Branch in June of 1997. It is recommended that consultants become very familiar with both of these documents. Copies can be accessed through the HHRC.

There are a variety of formats in which material appears in this Guide. Some are contained on paper in the package, in a format that is easily copied and some are provided on disk in Microsoft Office 97 (Windows 95) in Word, PowerPoint or Excel programs. If you are unable to access the disk, facilitators are encouraged to contact the HHRC for paper copies.<sup>2</sup>

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<sup>1</sup> "Project" refers to the overall set of activities of the local coalition / network. "Program" denotes the individual activities, initiatives, and interventions that, collectively, make up the project.

<sup>2</sup> There may be a nominal fee for paper copies of materials.

Each section of the Guide, except for Step 5: Planning for Evaluation) will contain the following material:

- Desired outcomes of the step;
- Necessary information required from the previous step;
- Links to the Workbook;
- Recommended representatives from the local community to participate in this step;
- A sample design to guide a group to the desired outcomes, along with the timeline for completion (break times have not been included in the outlines);
- The link to evaluation for this step;
- Supplementary content to the Workbook to assist with group learning of related concepts;
- An “icebreaker” or warm-up task for the group; and,
- Templates for overheads related to the design.

Some additional material for each step may also appear in the Appendices.

### C: SUGGESTED CRITICAL PATH FOR PLANNING PROCESS

The creation of the full plan will happen over a period of several months. To assist communities and consultants, an outline is suggested below of the necessary activities and the overall timeframe for completion.

Elements & Timeframe	The Product	The Process
<b>I: Strategic Plan</b>  (by Sept. 15)	<ul style="list-style-type: none"> <li>• Vision Statement</li> <li>• Mission Statement</li> <li>• Values / Guiding Principles</li> <li>• Long – term Goals (Ministry Guidelines)</li> <li>• Areas of Emphasis (Audiences / Channels) &amp; Rationale</li> <li>• Strategies (key activities)</li> <li>• Four Year Outcome Objectives &amp; Indicators</li> <li>• Logic Model Outline</li> <li>• Organizational Structure to support functions</li> </ul>	<i>Step 1: Taking Stock</i> <ul style="list-style-type: none"> <li>• Situational Analysis</li> <li>• Needs Assessment/Research</li> <li>• Conduct, determine implications</li> <li>• Local CHHIOP results</li> <li>• Community capacity</li> <li>• Program Inventory (existing &amp; potential)</li> <li>• What have we learned so far?</li> <li>• Further training required?</li> </ul> <i>Step 2: Setting Direction</i> <ul style="list-style-type: none"> <li>• What is our major purpose?</li> <li>• Whom do we serve?(audiences)</li> <li>• What are our key settings and strategies?</li> <li>• Where do we want to be in 4 years?</li> <li>• What issues affect our ability to deliver major goals?</li> <li>• Provincial Direction (from</li> </ul>

		Application) <ul style="list-style-type: none"> <li>Roles &amp; Functions (who does what?)</li> </ul>
<b>II: 4 Year Program Plan (by Nov. 30)</b>	<ul style="list-style-type: none"> <li>Activities</li> <li>Outcome Objectives (specific to each activity)</li> <li>Resources required</li> <li>Timelines</li> <li>Partners &amp; Structure</li> <li>Sustainability Guidelines</li> <li>Program Logic Model</li> </ul>	<i>Step 3: Action Planning</i> <ul style="list-style-type: none"> <li>Set guidelines for program selection</li> <li>Identify secondary audiences (intermediaries, influencers)</li> <li>Select programs</li> <li>Sequence programs over 4 years</li> <li>Address sustainability of each program</li> <li>Establish indicators per program</li> <li>Identify potential contributions-in-kind</li> </ul>
<b>III: 1 Year Workplan (by Jan. 15)</b>	<ul style="list-style-type: none"> <li>Implementation Objectives per activity</li> <li>Outcome Objectives (for 1 year) per activity</li> <li>Projected Reach (for Yr 1) per activity</li> <li>Workplan Logic Model (one per activity or component)</li> </ul>	<i>Step 4: Implementation</i> <ul style="list-style-type: none"> <li>Identify &amp; establish work groups</li> <li>Detail tasks, timelines, responsibilities</li> <li>Allocate budget</li> <li>Identify training &amp; support needs</li> <li>Identify social marketing supports</li> <li>Identify necessary community mobilization activities</li> <li>Identify specific contributions-in-kind</li> </ul>

Once the three levels of the plan have been created, at least two additional processes will be necessary. The month between January 15<sup>th</sup> and the due date of the plan of February 15<sup>th</sup> would see:

- a) The development of an Evaluation Plan that would be integrated into each of the previous four steps. This could be done within each step or considered at the end of the full plan development but is strongly recommended that it be considered before the actual implementation of the activities begin. This aspect is more fully outlined in this Guide under Step 5: Planning for Evaluation.
- b) the approval process. The opportunity exists to have the plan reviewed by an "Advisor" of the HHRC<sup>3</sup>. As well, it is assumed that the plan would require formal endorsement by the full local Network / Coalition<sup>4</sup> and approval by the fiscal agent (ie. Board of Health, Regional Council).

<sup>3</sup> More details on Advisor review is available through the HHRC.

<sup>4</sup> Communities refer to their collective partners by different terms. Here, "coalition" will be used.

On an annual basis, in order to create the annual action plan, it is recommended that a period of at least 4 months be allocated for this process. It may be prudent to include this process, as an activity of the Coalition, within each annual plan, as resources (human, financial, time) will be required for this.