STEP 2

Setting Direction

Step 2: Setting Direction

a) Desired Outcomes

To use the information gathered in Taking Stock step to make decisions on long term goals for the local project.

To help a heart health coalition clarify what it hopes to accomplish in the community over the life of the project.

At the end of this step, coalitions will have created, revised or confirmed:

- A Vision Statement
- A Mission Statement
- Guiding Principles
- Gap Analysis
- Audiences
- Channels
- Objectives
- Indicators
- A Strategic Logic Model.

These elements will be included in a Logic Model, the concept of which will have been introduced to the group.

These documents, when completed, will serve as the basis for the Coalition Terms of Reference and could be the consistent and introductory sections of Briefing Packages created for such things as recruiting partners, proposals and media kits.

b) Necessary Preliminary Information

Before approaching this step, the group should/could:

- review the relevant information from Step 1: Taking Stock that will assist in the decisions to be made in this session, especially if Step 1 was done at a previous session to this one.

- review of the complete community inventory of programs / services / resources for heart health and the gaps identified.

- discern how much time the coalition can devote to this step in a meeting format and therefore how best to prepare for it and what work will need to occur in a different format afterwards. It is important to make the best possible use of the collective coalition's time as, in many communities, it is a rare and valuable commodity

- prepare for the session by reading a pre-session package of information collected from the last session, the gap analysis, and background on the Logic Model concept.

- review the HHP Application Guidelines for the statements that could serve as Guiding Principles for the local coalition.

- input into the Strategic Logic Model (LM) any local statements already decided.

c) Workbook Links

The Setting Direction section can be found on pages 18 through 28.
Several examples of completed aspects of this step can be found in this section.
Worksheets 2-1 through 2-3 can be applied to this step.

d) Recommended Representatives

Individuals:
Prior to the Setting Direction meeting, individuals or small working groups could have completed the Gap Analysis and ideally circulated it to participants prior to the meeting.
These same individuals and/or the consultant might also choose to conduct a pre-session survey with participants to gather input as to their views regarding the preferred direction of the project. This will give a picture of the degree to which there is consensus of opinion and therefore, how much time might be required during the session to resolve potential conflict.

Full Coalition:
Participate in the discussions and decisions of this step.

The Setting Direction step provides the basis for all other decisions and programs of the coalition. All partners should feel that they have had a chance to contribute to the development of this direction as this will enhance the likelihood of their participating in its implementation. Partners who more actively participate in a single program in the future will benefit from seeing how their program fits with the overall mix and how it contributes to the achievement of the broad goals.

Planning Sub-Committee:
Once the Vision, Mission, Guiding Principles, and areas of emphasis have been created, a sub-committee is best suited to generate the goal statements. They could then complete the details required to generate the Objectives and Indicators. The full group should review and approve them but to generate them in a large group is cumbersome and tedious.

e) Sample Design

Timeframe:	a)	Vision / Mission / Guiding Principles	2.5 - 7.0 hrs
	b)	Gap Analysis	2.5 hours
	c)	Audiences & Channels	2.0 hours
	d)	Objectives & Indicators	3.0 hours
	e)	Logic Model (orientation)	20 min

The time for this section will vary greatly depending upon how many of the decisions have already been made. Consultants will need to determine ahead of time what decisions are required.

If it is necessary to create the Vision and Mission, at least one full day is likely required just for that. If it is more a possible revision or confirmation, an hour and a half session is probably necessary for the Vision and Mission.

Depending on the timeframe established by the coalition for the overall planning process, it may be possible or prudent to divide up this large and complex Setting Direction step into a few smaller sessions. Good break points to do this would be after the Visioning session and/or after the Audiences and Channels discussion. These breaks would allow for additional work to be done between sessions by staff, others, work group(s) and/or the consultant.

SECTION	DETAILS	TIME
Intro's	• Individuals – sharing name activity • Design/Outcomes for the session (Purpose OH) • Overview of the 5 steps (OH) & key question OH for this step (OH) • Icebreaker Activity • Review the material from Step 1 that is relevant to this step. • Envision your own future – ask participants to think about what their life will be like in 2002 (their job, home, family, car, ambitions, accomplishments); reflect on what is reasonable to see happen in 4 years; link this to how much is reasonable to accomplish as a coalition in 4 years • Change process – this is the crux of what is to happen (changing behaviours, norms, environments, ways of working together etc.); this is usually uncomfortable – have people cross the hands on the table in front of them by intertwining their fingers and observe what finger is on top; now ask them to change their hands so the finger from the other hand is on top – how did this change feel?	20 min
The Logic Model	• A picture summarizing the aspects of a program. (where, who, how, what why – OH) • Many versions are possible *(see Presentation Package I and Workbook p.28,54,56 for examples)* • This planning process will result in 3 different levels – one for strategic direction, one for 4 year program summary and one for individual programs. • *Explanations of how to create them can be found on pages 26-28 of Workbook.* • Strategic LM – because of the given directions from the Ministry, some aspects can be completed already – OH & HO of Strategic LM (additional info could be filled in prior to the session if some aspects of local direction had been decided – eg. Vision); has been organized with Risk Factors as Components because this is how the Ministry Objectives have been stated. • We will work during this session at filling in the blank spots in this LM – specifically the Vision, Mission, Settings and perhaps adapting the Audiences.	20 min
Ministry Forms	The information generated in this step will be easily integrated into the Activity Plan format. Consistent headings include:	

SECTION	DETAILS	TIME
	• Objectives • Channels • Initiatives / Activities (Programs) • Risk factor • Approach • Timing • Projected Results (Outcome Objectives and Indicators) • Needs Assessment data and the Gap Analysis will help create the Rationale for program inclusion.	
Vision Statement	A: If already created, post and ask for questions of clarification or conflict; don't worry about "wordsmithing" now but capture mail points & identify exact wording as a "TO DO" afterwards – might have a FC posted for these to be identified & try to identify who will take primary responsibility B: If not created, give each person 4-5 sticky notes or file cards. Ask them to envision the community in 2002 and write a description of what it look like (one idea per card). In table groups, share the ideas until all "cards are on the table". Look for themes and group cards accordingly. Don't force-fit any; OK to leave some as singles. Give each grouping a name. Post on FC and share between groups. Facilitator identifies commonalities, as generated, on a master sheet. Discuss any areas that are contradictory. When all concepts identified, ask for consensus. Refine wording afterwards. During break or as follow-up to the session, capture as a draft Vision. In either case, keep in mind the needs of the stakeholders, the other implications from data reviewed, and the SWOT & PEST analysis generated in Step 1. The completed version is added to the LM.	30 min 1.5 hr
Mission Statement	*Description & example on pg. 19 of Workbook.* If this already exists, confirm that all still support. Give new partners a chance to clarify anything. Keep in the mind the needs of the stakeholders, the other implications from data reviewed, and the SWOT & PEST analysis generated in Step 1, especially as all of this information might not have been available at the time of	60 min

SECTION	DETAILS	TIME
	first creating the Mission. Have participants, in different groups than for Vision task, answer the questions (OH): • What is the primary purpose of our coalition? • What business are we in? • Why do we exist? Share from groups and build a series of statements from ideas. Discuss any areas that are contradictory. When all concepts identified, ask for consensus on the concepts. Refine wording afterwards. The completed version is added to the LM.	

Guiding Principles	These statements express the values of the organization and define how the work will be done (the corporate culture) and serve as checkpoints to help decide whether a particular activity fits for the coalition.
	If these already exist, confirm that all still support them. Give new partners a chance to clarify anything.
	
	If they are to be revised or a new list generated:
	• It will be helpful to divide the statements as generated into at least 2 categories: "Our programs will …" and "Our coalition will …".
	• One aspect in particular to ensure is discussed is the scope of the evaluation. Is it a value that every program be evaluated and to what extent? See Step 5: Planning for Evaluation of this Guide for more information.
	• In order to generate them, creatively divide the group in half; one for program principles and one for coalition principles. Develop a worksheet for them to capture them on. Each member of the group should record them.
	• Many can be generated from the HHP Application Guidelines (eg. Comprehensive, integrates, sequential activities).
	• Others can be generated by reviewing sample lists available (p. *21 of Workbook* or from other coalitions).
	• Others could be added by asking questions of the group such as:
	  ◦ What statements will help us make decisions about our programming?
	  ◦ What statements do we want used when our coalition is described?
		60 min

SECTION	DETAILS	TIME
	Once the two lists have been generated, create pairs with one from each of the two large groups. Each pair examines the 2 lists, makes additions/changes and submits their lists to the Facilitator. These will need to be collated and presented back to the group for approval at a later point. This list will evolve over time. Coalitions, likely through staff support, should add to the list as decisions are made. Look particularly to the rationale for why decisions were made for inclusion here.	

Gap Analysis	Because of the level of detailed analysis required, it is suggested that this be done ahead of the session and the results presented to the group. When examining programs, it will be important to identify not only how many programs are happening (the breadth) but the reach of each (the depth).
	Analysis and presentation of the gaps using with the "Cube" *(see pg. 8 of the Workbook)* or the Logic Model as a framework will help to link the concepts together.
	
	Once material has been presented, reflect as a large group on what the implications are for the coalition.
	• Based on the needs (Step 1), the strategic direction just discussed, and the gaps in current service, what are the implications for coalition programming? Depending on the number of participants and any obvious themes within the gaps, create four small groups. One of:
	    • 1=youth; 2=children; 3=women; 4=men OR
	    • 1=schools; 2=workplaces; 3=food industry; 4=community-at-large OR
	    • 1=tobacco; 2=eating; 3=physical activity; 4=multiple risk factor OR
	    • 1=awareness; 2=education/skill-building; 3=environmental support; 4=policy OR
	    • 1=audiences; 2=channels; 3=RFs; 4=approaches.
	• They would answer and provide rationale for
	the question:
	In order to meet the needs of the community, work toward our Vision, and fill the current gaps, our coalition should be undertaking … (this should include the areas to continue working in, & the areas to start working in, as a coalition)
	
	The synthesis of this discussion will likely be the
		2.5 hrs

SECTION	DETAILS	TIME
	most critical decision in this entire planning process as it sets the direction for specific programming. Each small group should rank order their ideas in case not all are feasible. Hear from each group, discuss thoroughly as a large group, and determine what the primary areas of emphasis will be for the 4 years. A discussion regarding how many overall areas of emphasis will reasonable to take on might be useful at this point. A Nominal Group Technique could help in assigning priority (eg. "Dotmocracy" approach). These areas of emphasis will determine the audiences and channels – the next step in this process. As well, goals/objectives/indicators will be written for each area of emphasis. It is recommended that these steps be undertaken by a sub-committee.	
Program Goals	Broad programming goals have been established provincially (see Programming Objective from Taking Stock). The coalition must now determine the specific goals it will undertake. *Description of Goals can be found on pg. 22 of the Workbook.* We are looking at Project goals here. It is suggested that, following the identification of the areas of emphasis, a sub-group create the Program Goals for review by the larger group. If this is the case, move to the **Audience** section. This may be a good opportunity to break the session and reconvene for further discussions with the finalized Vision, Mission, Guiding Principles, Goals. If the group is to continue on, divide the group by the number of areas of emphasis and have each write a goal statement. The Project Goal statements should specify which aspects of the comprehensive "cube" will be the focus for the coalition over the next 4 years. This is not what you would LIKE to see happen but what WILL happen. It is likely not possible to have all people in the community change all risk behaviours with programs in all channels so some focus will	TBD

SECTION	DETAILS	TIME
	be necessary. Based on how the needs and gaps were identified (ie. by risk factor, approach, channel or audience), write the goals accordingly. These goals would be added to the LM in the Project Goals line in place of the broad one there now. Sample goals are included.	
Audiences	Based on the areas of emphasis, identify who the priority audiences are. Specificity at this stage will make subsequent steps easier (ie. Try to avoid "general public" or "community-at-large). • Ask the group to identify the audiences. • Capture the rationale used for this decision for inclusion in the plan. Include these on the Logic Model. Reality check – is it feasible to address the areas of emphasis with these audiences within the 4 years of the project?	30 min
Channels	As a large group, discuss what the most important characteristics of an effective channel would be (eg. High reach, easy access, global access in region, already developed relationships or partnerships; existing programs for use there). These will help to set priorities later. There will likely be 2-4 audiences determined for the scope of the project. • Divide the group into that number of smaller groups. • Have each group brainstorm the possible channels / settings through which the audience could be reached. • Determine how many channels are feasible, in each year of the project, realizing that there are "x" other audiences. • Narrow the broad list of potential channels based on what was determined to be important characteristics and look at a sequence of channels over 4 years… where to start and how to move to others over the 4 years. It may be the same channel over all 4 years or 4 different ones. • Have each group summarize on a FC, post and have all groups circulate to read all.	90 min

SECTION	DETAILS	TIME
	• Put all FCs together and reflect as a large group on the overall scope of what it means. Feasible? Any obvious "economies of scale" where work with different audiences can be accomplished through the same channel. These observations will help focus the scope. • Include the channels on the LM. • On the Ministry forms, the grouping of programs by channel is suggested.	
Objectives	*See page 24 of Workbook for SMART details.* • Provincially, behaviour objectives have been set. Review to determine if the degree of change is reasonable. Revise as necessary. (OH from Taking Stock) • Knowledge objectives have been identified but measurable outcomes need to be added. • The discussion here could occur by audience or risk factor to adjust the behaviour objectives, if necessary (come back to the baseline data available through Step 1), and identify the % change for knowledge objectives. • Overall, what do you want people to know and do and how do you want them to be supported over the 4 yrs?	90 min
Indicators	How will you see, hear or measure if the objective has been reached? Take the "Hey Dad" test – for each of the objectives established, finish the sentence "Hey dad, watch me…"- the end of the sentence needs to be tangible. Stay in the same groups to set indicators for the objectives established.	90 min
Summary	• Recap all the decisions made during the session • Add the info to the LM; the Strategic LM should be complete now. • Reality check – does the scope of work seem reasonable? • TO DO's from the session – what, by whom, by when • Preview of next step	20 min

f) Evaluation Link

- The indicators will be milestones to ensure that progress towards the established goals is being made.
- The outcome objectives will be the primary measure by which success of the overall project will be measured.
- The degree to which identified gaps were met will also generate evaluation results.

g) Supplementary Material

- Additional information on the Logic Model is available. Refer to Section 9 of this Guide for sources.
- A blank copy of the Ministry Activity Plan is included in the Appendices.

h) "Icebreaker"

"Crossword Puzzle"

Software programs are available to create your own so the words and terms can be customized or one is provided here for you with the back of the page having the answers.

Depending on the size of the group, this can be individually or in table groups. Once everyone has had the chance to work on it, take a few minutes to reflect on any confusing terms or ones for which others would suggest alternative matches.

i) Overheads

- Program Planning Framework (same as Step 1)
- Step 2: Setting Direction
- Purpose of Setting Direction
- Logic Model Overview
- Strategic Logic Model
- Creating a Mission Statement
- Sample Goal Statements