



# PLAN IMPLEMENTATION TOOLKIT

## Worksheet



This worksheet provides an interactive tool and framework that can be used by planners, public health advocates, and other community partners to develop an action plan focused on making progress towards community health priorities in a local plan.

A **Sample Plan Implementation Worksheet** is provided to illustrate how the worksheet can be used to make progress on a specific plan goal.

A **Fillable Plan Implementation Worksheet** is then provided to allow communities to develop a community-specific work plan that can direct implementation of local plan goals.

### Questions?

The Public Health Law Center may be available to provide technical assistance to support community and public health efforts to implement community health goals included in a local plan. For more information, contact the Center at: 651-290-7506 or [publichealthlaw@mitchellhamline.edu](mailto:publichealthlaw@mitchellhamline.edu).



## Worksheet Directions and Guiding Questions

The worksheet is organized into the following sections:

### Health Equity Impact Assessment

Identify existing inequities that could be impacted by specific implementation objectives and related actions. This can include inequities that have been created and perpetuated throughout history and the ways in which they have been reinforced today. Many systems, beliefs, and attitudes have created current community conditions and inequities. Identifying and understanding these patterns can help to avoid repeating past mistakes and respond to potential negative unintended consequences when developing an implementation action plan.

#### Guiding questions for Health Equity Impact Assessment

- What health inequities currently exist in the community? How does the action plan impact these inequities? Why were specific objectives or actions chosen/prioritized over others?
- How will you solicit diverse feedback to monitor for unintended consequences of prioritizing certain objectives or actions?
- How will you measure and respond to unintended consequences from prioritizing this objective or taking a specific action? These can include unanticipated opportunities, positive impacts, and adverse impacts that could reinforce existing or contribute to new health inequities.

### Evaluation and Assessment of Unintended Consequences

Integrating evaluation throughout the implementation of a local plan can provide opportunities to assess progress and change course as needed. Evaluation can also help a community assess unintended consequences of certain activities that may cause adverse impacts on populations experiencing health inequities.

See the [Evaluation Guide](#) for further details on establishing an evaluation plan.

#### Guiding questions for Evaluation and Assessment of Unintended Consequences

- **Formative Evaluation:** What resources do you need to evaluate implementation?
- **Process Evaluation:** What key activities will you perform and how often? Are you on track to complete these objectives?

- **Outcome Evaluation:** What has the outcome of your implementation action been?
- **Impact Evaluation:** What progress has this action had in realizing the long-term public health goal?

### SMART Objectives

Including **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**imely (**SMART**) principles when developing work plan can help ensure that progress is made toward community health goals included in a local plan. SMART principles can also support efforts to evaluate plan implementation activities.

### Guiding questions for SMART Objectives

- What SMART measures or other feedback will you use to assess progress toward your goal over time?
- What measures might others use to evaluate the value of your work and progress toward your public health goal?

### Local Plan Goal

A goal is usually a broad statement included in a local plan about the long-term expectation of what should happen as a result of the plan implementation (the desired result). This serves as the foundation for developing implementation objectives and detailed implementation actions.

### Implementation Objective

Objectives are statements that describe the results to be achieved, and the manner in which they will be achieved. There are usually multiple objectives to address a single goal. It may be helpful to develop a list of different implementation objectives, and prioritize the objectives that will be the focus of this work plan.

### Action Steps

Actions are the actual activities that take place to implement a specific objective. These actions may be one-time events or occur over a period of time, in multiple settings, or as a series of different steps. Most Implementation Objectives will have multiple action steps.

## Stakeholders, Funding & Resources ?

### What stakeholders, funding, and other resources are needed to support the action(s)?

- Public agencies often coordinate the implementation of plans and ensure that plan goals and implementation actions are aligned with local ordinances.
- Private and non-profit organizations can support plan implementation through their community-based activities and providing resources and services to community members.
- Local businesses can leverage resources, identify development and investment opportunities, and provide services that support community health goals.
- Community members can provide information about community needs and priorities, contribute to workgroups, and be involved in activities supporting local plan goals.

See the [\*Working with Community Partners\*](#) resource for additional details.

## Timeframe for Action ?

### How long will it take to complete this action?

Include anticipated deadlines for completion of specific actions. This time frame can be set as short-, medium-, or long-term. It can be helpful to include actual completion dates (i.e. by March 2020, within 3 years of plan adoption, etc.). The timeframe can also include dates to review progress, create accountability for specific activities, and assess for any unintended consequences.

Some actions may be ongoing, occurring regularly throughout the life of the plan, or be a one-time event or activity.

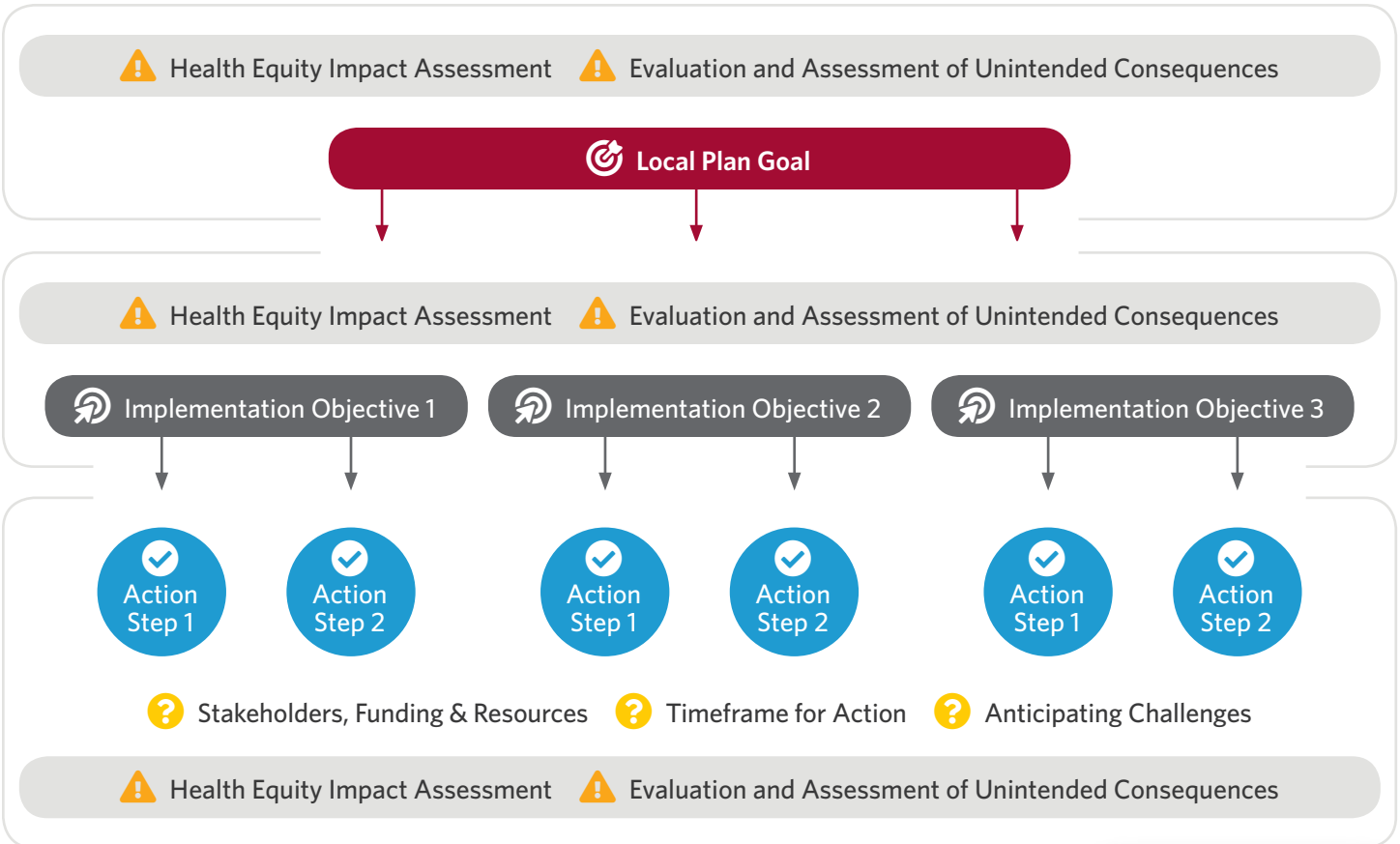
## Anticipating Challenges ?

### What challenges may come up while working on this action?

### What can be done to overcome these challenges?

Challenges to implementing local plan goals can result from insufficient staffing and financial resources; lack of political support; limited accountability for making progress; changing economic conditions; and other current or anticipated changes to environmental conditions.

Intentionally discussing and planning for potential challenges can facilitate creative problem solving and strategic discussions about how to navigate challenges going forward.



**Local Plan Implementation Toolkit**

This resource is one of several included in a toolkit intended to help those seeking to improve health through local community planning efforts. It can be used separately or in conjunction with other toolkit resources. The Local Plan Implementation Toolkit includes the following resources:

- [Local Plan Implementation Overview](#)
- [Local Plan Implementation Worksheet](#)
- [Increasing Access to Healthy Food: Linking Planning Goals & Implementation Actions](#)
- [Implementing Local Plans: Identifying and Working with Community Partners](#)
- [Local Plan Implementation Evaluation Guide](#)



# Sample Plan Implementation Worksheet

## Local Plan Goal

Increase access to healthy food for low-income residents.

## Implementation Objective

1. Determine why low-income residents do not use SNAP benefits at local farmers' markets.
2. If lack of awareness is linked to lack of use of benefits, develop strategy to increase awareness.

Why did you choose this objective?

The majority of local farmers' markets accept EBT benefits. However, the use of these benefits has been less than expected.

## Health Equity Impact Assessment

What health inequities currently exist in the community? How does the action plan impact these inequities? Why were specific objectives or actions chosen/prioritized over others?

Rates of diabetes, childhood obesity, and other metabolic illnesses are higher among low-income residents. While the multiple farmers' markets in the city/county accept SNAP benefits, the benefits are almost never used there. This suggests the possibility that awareness among beneficiaries is low.

## Evaluation and Assessment of Unintended Consequences

How will you solicit diverse feedback to monitor for unintended consequences of working toward the objective or taking a specific action?

Local food banks are attended almost entirely by low-income residents facing food insecurity and hunger. We will coordinate with these food banks to interview and survey its customers and determine extent to which they go to the farmers' markets, use their benefits there, or even know that they can use them there. We will also speak with city and county officials to explore what they have done in terms of outreach.

## Evaluation and Assessment of Unintended Consequences

How will you measure and respond to unintended consequences of this objective or action?

We will use surveys that are intended to capture a broad range of reasons why low-income individuals would not use their benefits at a farmers market. This will include a section in which a survey-taker can speak freely. If it turns out the issue is not one of awareness, we will modify our intervention to include more appropriate stakeholders or actions (e.g., local transit agency and planners if the issue is accessibility; city/county social media or marketing teams if the issue is dietary preferences or how farmers' markets are viewed).

## Evaluation Plan and SMART Objectives

**Formative Evaluation:** what resources do you need to evaluate implementation?

Resources: Surveyors/interviewers from the University and Extension. Data from farmers' markets. Communication with local officials involved in community outreach. We will survey the area for the number and locations of farmers' markets. We will want to visit at least three different local food banks in different regions of the municipality to gather baseline data. Then we will want to analyze the data to see if our hypothesis — that beneficiaries are largely unaware that they can use their benefits — is correct.

**Process Evaluation:** What key activities will you perform and how often? Are you on track to complete these objectives?

Promote the farmers market via mail, through in-person visits to human resource agencies; signage on public areas (bus benches, schools, etc.); social media and website updates; and potential actors in the non-profit or private sectors (e.g., hospitals and clinics, community health centers, food banks).

**Outcome Evaluation:** What has the outcome of your implementation action been?

A 500 percent increase in the use of these benefits at farmers' markets.

**Impact Evaluation:** What progress has this action had in realizing the long-term public health goal?

More low-income people are using their benefits on fresh, healthy fruits, vegetables, and whole grains.

Has anything occurred in the community that might influence the impact of the project?

Hard frost in late spring killed many vegetables leading to reduced vendor capacity.

What **SMART** (Specific, Measurable, Achievable, Relevant and Timely) measures or other feedback will you use to assess progress toward your goal over time?

Nov–Jan 2019: Contact local food shelves in different regions of the city and identify at least 3 food shelves to survey about farmers market usage by customers. Develop and conduct survey at no less than 3 local food shelves. Jan–Feb 2019: Analyze data and identify barriers to use of SNAP/EBT at farmers' markets. Mar 2019–May 2020: Implement changes; promotion via mail and in-person human resource visits; signage on public areas (bus benches, etc.); social media and website updates. Mar 2019–May 2020: Gather monthly data from farmers' markets to explore whether there has been a change over time.

What measures might others use to evaluate the value of your work and progress toward your community health goal?

Local officials might want to see whether there has been an increase in the amount of SNAP recipients at farmers' market, as well as an increase in EBT money spent at farmers' markets.

**Action Steps** ✓

Action	Stakeholders, Funding and Resources ?	Timeframe for Action ?	Anticipating Challenges ?
<b>Action 1</b> Collect baseline data	University students, food banks Extension \$\$, clipboards, pens	Nov 2018–Jan 2019	Robust number of respondents? Receptiveness of food banks?
<b>Action 2</b> Analyze data	Statistical package, Extension \$\$, data analyst	Jan 2019–Feb 2019	The possibility of our hypothesis being wrong. We will need to change our intervention (probably requiring more \$\$) and move our schedule out some.
<b>Action 3</b> Perform outreach activities	Local officials, human resource staffers, Extension \$\$	Mar 2019–May 2020	Requires external efforts (human resource agencies, social media staff, etc.)
<b>Action 4</b> Monitor program effectiveness	Data analyst, farmers' markets, Extension \$\$	Mar 2019–May 2020	Tracking externalities remotely (Farmers market moves? Transit lines shift to or away from markets?)

**Please note:** Implementation of a specific plan goal will usually involve multiple implementation objectives, and related action steps, which you will articulate during the facilitation process. Please replicate the process, above, as needed.

# Fillable Plan Implementation Worksheet

## Local Plan Goal

## Implementation Objective

Why did you choose this objective?

## Health Equity Impact Assessment

What health inequities currently exist in the community? How does the action plan impact these inequities? Why were specific objectives or actions chosen/prioritized over others?

## Evaluation and Assessment of Unintended Consequences

How will you solicit diverse feedback to monitor for unintended consequences of working toward the objective or taking a specific action?

## Evaluation and Assessment of Unintended Consequences

How will you measure and respond to unintended consequences of this objective or action?

## Evaluation Plan and SMART Objectives

**Formative Evaluation:** what resources do you need to evaluate implementation?

**Process Evaluation:** What key activities will you perform and how often? Are you on track to complete these objectives?



**Outcome Evaluation:** What has the outcome of your implementation action been?

**Impact Evaluation:** What progress has this action had in realizing the long-term public health goal?

Has anything occurred in the community that might influence the impact of the project?

What **SMART** (Specific, Measurable, Achievable, Relevant and Timely) measures or other feedback will you use to assess progress toward your goal over time?

What measures might others use to evaluate the value of your work and progress toward your community health goal?

## Action Steps

Action 1      Stakeholders, Funding and Resources       Timeframe for Action       Anticipating Challenges 

Action 2

Action 3

Action 4

**Please note:** Implementation of a specific plan goal will usually involve multiple implementation objectives, and related action steps, which you will articulate during the facilitation process. Please replicate the process, above, as needed.

This publication was prepared by the Public Health Law Center at Mitchell Hamline School of Law, St. Paul, Minnesota, made possible with funding from the Minnesota Department of Health. The Center thanks the following for their review of a draft of this resource: Minnesota Department of Health Statewide Health Improvement Partnership staff and grantees; and Nadja Berneche, Terra Soma, LLC.

The Public Health Law Center provides information and legal technical assistance on issues related to public health. The Center does not provide legal representation or advice. This document should not be considered legal advice.

