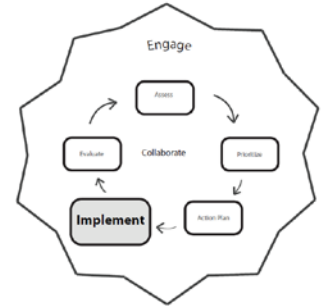# TEMPLATE IMPLEMENTATION PLAN*

A tool to help your community's efforts to be focused and effective

Introduction

When it comes time to take action on a community's chosen health priorities, sometimes it is a challenge to move from a broad goal to effective and strategic action. In the "Action Plan" checklist of the Wisconsin Guidebook there are several steps outlined to help ensure effective implementation -- be sure to review those steps when using this tool.

This document addresses one specific part of action planning for impact: a well thought-out implementation plan. You may have already created some of the critical parts of this plan: priority areas and broad goals. This template moves into more specificity including:

- Specific and measurable objectives
- Strategies that have a strong foundation in the evidence base
- Specific action steps with accountabilities, deadlines and resources needed
- Links to national goals and strategies

This template will help your community to create a plan that is focused and evidence based and that will help you stay on track. In addition, the tool will help hospitals and health department to achieve some of their specific requirements related to community health improvement. Some of the sections of the template are there to assure those key requirements are included. *(See the Attachment 1 below for a more detailed description of the specific requirements.)*

To enhance the effectiveness of your efforts, be sure you are fully engaging the community leaders and community members concerned with each issue at every stage, including this planning phase. Their involvement at this stage will help to assure chosen strategies fit the target population and will leverage ongoing support of this work during implementation. (See the Collaborate checklist in the Wisconsin Guidebook for more guidance on engaging partners.)

How to Use this Tool

Your community will have already selected top priority areas to address and may have selected broad goals and some strategies for addressing those priority areas. Many times those elements are included in a final report to the community on the results of the community health assessment process. Now it is time to get more specific.

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A few things to keep in mind:

- Consider forming small, focused teams to do this work. Many communities use "implementation teams" with expertise and interest in the particular priority topics. Engaging those key partners in this planning process will help in maintaining commitment and involvement over the long haul.

- An implementation plan should describe the logical sequence of events that will result in the change you desire. It works like a logic model or strategy map, helping you to drill down from a broad goal to intermediate accomplishments or outcomes and then to very concrete strategies and action steps. *(See Attachment 2 for a description of the link between the template implementation plan and a logic model.)*

  [For more information on logic models, see the University of Wisconsin Extension resources]

- The most detailed level of your Implementation Plan – the Action Plan -- often becomes your implementations teams' annual work plan. You may wish to cut and paste it into an annual work plan document and have your teams use that to guide their work.
    - When put into use, a work plan should be a dynamic tool. Target dates may need to be adapted. Actual results may be different than anticipated.
    - Use this tool to document your progress.
    (Note: Some organizations are required to track and report on their progress in their community health improvement plan. Using this tool can achieve that end. See the Attachment 1 below for more information on those requirements.)

- Partner organizations can extract the appropriate sections of this Implementation Plan to insert into their organization's strategic plan and/or performance management plan. Doing that will help to document their commitment to the collaboration and to track their efforts internally.

- While this tool is primarily designed for writing an entire implementation plan for a community health improvement initiative, it can also be used on a smaller, more specific scale. For example, a team or volunteer working on strategies to improve healthy nutrition within one particular school might use just the "Action Plan" portion to organize and guide their work.

Once your plan is complete, your community will move into actual implementation where you will use this document as a foundation for monitoring, evaluation, and communicating progress to community leaders and community members. For more information on these steps, review the Implementation and Evaluation checklists in the Wisconsin Guidebook on Improving the Health of Local Communities.

Helpful Resources
As you complete this tool for your community, there are several resources that will be very helpful.

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State and National Health Plans:	➢ Healthiest Wisconsin 2020 ➢ Healthy People 2020 ➢ National Prevention Strategy
Sources for Evidence-Based Strategies:	➢ The Community Guide ➢ What Works for Health

~ Begin Planning Next Page ~

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Template

_____ *Health Improvement Process*
Implementation Plan

Date Created: **Date Reviewed/Updated:**

PRIORITY AREA: Health Equity and Lead Hazards
GOAL: Reduce lead hazards, and address health inequities that put vulnerable populations at risk.

PERFORMANCE MEASURES How We Will Know We are Making a Difference		
Short Term Indicators	**Source**	**Frequency**
How do you measure lead risks now?		
How do you target vulnerable populations now?		
Long Term Indicators	**Source**	**Frequency**
Reduction in numbers of lead poisoned children….		
Reduction in numbers of housing stock containing lead-based paint….		

OBJECTIVE #1: **Network and collaborate**

BACKGROUND ON STRATEGY
Source:
Evidence Base*:*
Policy Change (Y/N): N

ACTION PLAN

Activity	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes
Join the Childhood Lead Advisory Workgroup (CLAW)					

OBJECTIVE #2:

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BACKGROUND ON STRATEGY
Source:
Evidence Base:
Policy Change (Y/N):

ACTION PLAN					
Activity	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes

OBJECTIVE #3:

BACKGROUND ON STRATEGY
Source:
Evidence Base:
Policy Change (Y/N):

ACTION PLAN					
Activity	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes

ALIGNMENT WITH STATE/NATIONAL PRIORITIES			
Obj #	Healthiest Wisconsin 2020	Healthy People 2020	National Prevention Strategy
1			
2			
3			

DESCRIBE PLANS FOR SUSTAINING ACTION

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Attachment 1:
Hospital & Public Health Requirements related to Implementation Planning

Not-for-profit hospitals have particular requirements related to community health improvement. In terms of an Implementation Strategy, those requirements include:

➢ Adopt a written Implementation Strategy to address the community health needs identified during the assessment
➢ Describe how the hospital will address the needs
➢ Adopt a budget for the provision of services that address the identified needs
➢ Describe any planned collaboration to address the needs
➢ Execute the implementation strategy

Public health departments seeking national accreditation need to meet the specific requirements for an implementation plan outlined in Public Health Accreditation Board (PHAB) Standard 5.2.2L. Those requirements include:

➢ Community health priorities, measurable objectives, improvement strategies and performance measures with measurable and time-framed targets.
   o Strategies should be evidence based or promising practices (using sources such as the National Prevention Strategy, Guide to Community Preventive Services, and Healthy People 2020)
➢ Policy changes needed to accomplish health objectives
➢ Individuals and organizations who have accepted responsibility for implementing strategies.
➢ Measurable health outcomes or indicators to monitor progress.
➢ Alignment between the community health plan and the state and national priorities (and tribal where appropriate).
➢ Provide a report documenting progress implementing the community health improvement plan. (See 5.2.3A)

[Note: While, state and national experts familiar with the PHAB Standards reviewed and gave input on this tool, using this template does not guarantee PHAB compliance. Only PHAB site reviewers during the accreditation review process can determine whether or not a local plan meets the PHAB requirements.]

All **public health departments** in Wisconsin are required under state statute and rule to:

➢ Participate in the development of community plans that include identification of community health priorities, goals and objectives. [DHS 140.04(1)(a)(2)]
➢ Provide an annual report describing the progress and performance toward achieving the objectives that the local health department has identified as part of its community health assessment process [DHS 140.04(3)(c)}

Sources
Affordable Care Act (ACA) – Title IX/Section 9007 http://www.gpo.gov/fdsys/pkg/PLAW-111publ148/pdf/PLAW-111publ148.pdf
IRS Notice 2011-52 (7/25/11) http://www.irs.gov/pub/irs-drop/n-11-52.pdf
Public Health Accreditation Board (PHAB) http://www.phaboard.org/
Wisconsin State Statutes & Administrative Rules http://legis.wisconsin.gov/rsb/Statutes.html
http://legis.wisconsin.gov/rsb/code.htm

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Attachment 2:
Link Between Template Implementation Plan and Logic Model

The template implementation plan provided here is intended to follow a typical logic model by providing a structure to move from a broad goal to intermediate accomplishments or outcomes and then to very concrete strategies and action steps.   Because different models/tools use different language, this crosswalk is provided to illustrate the link between the language used in this template implementation plan and that used in a logic model.

Template Implementation Plan Category	Logic Model Category
Goal ………………………………………………………….	Long Term Outcome
Long Term Indicators ………………………………….	Mid-Term Outcomes
Short Term Indicators…………………………………	Mid-Term Outcomes
Objectives ………………………………………………….	Short-Term Outcomes
Anticipated Product/Results ………………………….	Outputs
Resources Needed …………………………………………	Inputs

Acknowledgements

This template draws heavily on the work of the Healthy Wisconsin Leadership Institute's *Action Plan Template*. The Healthy Wisconsin Leadership Institute is a continuing education and training resource supported jointly by the University of Wisconsin School of Medicine and Public Health and the Medical College of Wisconsin.

The sample implementation plan borrows from actual examples created by Polk County Health Department (WI) and Oneida County Health Department (WI).

Consultation on this tool was provided by members of the CHIPP Infrastructure Improvement Project Operations Group and Lauren Shirey, Senior Program Manager, Assessment and Planning for Accreditation Preparation, National Association of County and City Health Officials (NACCHO).

Wisconsin CHIPP Infrastructure Improvement Project

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For further information about the project: http://www.walhdab.org/CHIPPInfrastructure.htm

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Logic Model

If you are a more visual learner, try putting your planning process into the Locig Model table below.

Program: _____ Logic Model

Situation:

Inputs	/	Outputs		/	Outcomes -- Impact		
		Activities	Participation		Short	Medium	Long

Assumptions	External Factors

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