CANCER COUNCIL VICTORIA

Instructions for implementing a Tackling Tobacco Project

Developed for Community and Social Services

The Tackling Tobacco model was developed by Cancer Council NSW

Contents

Introduction

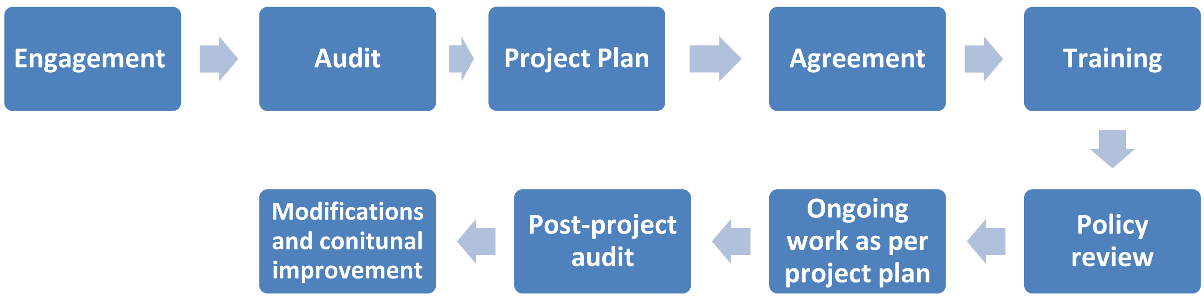
Tackling Tobacco is a program developed by the Cancer Council NSW (CCNSW) that aims to reduce smoking-related harm among the most disadvantaged groups in the community, by collaborating with not-for-profit social community service organisations (NFPs). Quit Victoria has negotiated an agreement with CCNSW to use the model, tools and resources in the Victorian setting.

To assist your organisation to implement a Tackling Tobacco project, Quit Victoria will provide you with step-by step support to address tobacco issues and to support the organisation's staff and clients to quit.

Participation:

A Tackling Tobacco project is designed to be delivered for 12 months or more and is tailored to the organisation's needs. Quit Victoria plans to work with organisations until addressing smoking becomes an everyday practice.

The steps in a Tackling Tobacco project cycle are as follows:



A Tackling Tobacco project addresses six core areas of organisational change: committed leadership, training and follow-up, comprehensive smoking policies, supportive systems, consistent quit supports, and systematic monitoring and data collection.

Using these instructions

The instructions have been designed to be used in conjunction with the Tackling Tobacco toolkit.

The toolkit provides background information, information about each element of a Tackling Tobacco project and relevant resources and tools to use for each element.

The instructions provide detailed step-by-step information of how to implement each of the elements and work with Quit Victoria staff.

Element 1: Committed Leadership

1. Starting the project and meeting with senior staff

- Arrange a briefing meeting with senior staff and a Quit Victoria representative to discuss a Tackling Tobacco project which includes:
  - an overview of the project and commitment required from your organisation
  - support provided by Quit Victoria
  - information about establishing and signing a Project Agreement
  - free training for staff.
- Take or try to obtain any information in relation to your organisation and smoking – data on smoking rates, anecdotal evidence about impacts on clients and staff.
- Discuss reasons why the organisation should conduct a Tackling Tobacco Project and how it aligns with values of the organisation.
- Talk about the importance of their role and what they can do to support the project.
- Discuss and identify a Project Leader (this may be you, the person who has initiated discussion about the project or who was initially in contact with Quit Victoria).

2. Identifying a Project Leader

- Identify a Project Leader – this may be you (the person who has suggested this project) or, another staff member may be identified during the meeting with senior staff.
- If another person will be taking on the role, ensure they have access to this manual and a handover has been conducted.
- Organise a meeting with the Quit Victoria representative to discuss the project and the next main steps that need to take place.
- Use the **Project Leader Checklist** to assist with planning each stage of the project.

3. Establishing a Project Steering Group

- Advertise the position via email, through staff meetings, intranet, noticeboards and any other regular methods of communication used within the organisation with the following information:
  - brief description about the Tackling Tobacco project
  - purpose and expected outcomes for the organisation
  - Tasks and contributions required of members – see the manual for a full description
  - Frequency of meeting times – hold meetings at least on a monthly-basis to keep the project on-track
  - Who to contact.

Recruiting client and carer members

- Including client and/or carers as members is important to ensure their views and perspectives are included, however, you may find that some people will need more support than others to participate. Some people may not feel very confident, there can be anxiety about not having a lot of experience or they may be concerned about logistical issues like travel.
- Some people may not have previous experience in being part of a working group or committee so it is important to make it as easy as possible for them to become a member.
- Client and/or carer members can be supported by:
    - a staff member taking the time to read through documentation about the project before meetings
    - covering the cost of transport to meetings - many clients and carers may be on support pensions and are already on tight budgets so this can take the pressure off finances and increase the likelihood for them to participate
    - encourage and support their participation in meetings and throughout the project.
- Advertising the position in the same ways as for other members but think about including the above information as well as providing clear details about the location of meetings, how to get there and who to contact.

4. Conducting an audit and planning the project

Before the meeting

- Set a suitable time, date and location for everybody to meet, including the Quit Victoria representative. It's a good idea for meetings to go no longer than 2hrs, some meetings may need to go for longer later on in the project.
    - online tools such as www.doodle.com is a useful way to organise a large number of busy people.
- Before the meeting make sure that all members have at least briefly read through the manual.
- Ensure members have informed their line managers or other relevant senior staff that they are on the Project Steering Group – this helps to gain support, increase the profile of the project and to make sure members have been given approval to dedicate time to the project.
- Ask members to promote and discuss the project at staff meetings or other groups and forums.
- Prepare an agenda that includes, at a minimum, the following items:
    - welcome/apologies/introductions
    - discussion and overview of the project and the role of the committee

- organisational audit
- project planning
- Communication Action plan
- next meeting dates.

During the meeting

- Use this first committee meeting to discuss the project and conduct the organisational audit as a group.
- Delegate someone to take brief minutes for the meeting (this role can be shared at each meeting)
- Discuss the project and make sure all members have a good understanding of :
  - the purpose of the project
  - the six elements of the model
  - their role and the role of the committee.
- Complete the **Audit Tool** as a group – the Quit Victoria representative will support you through this process.
- Depending on how long it takes you to complete the organisational audit you may need to schedule a second meeting to review the results and to start planning the project.

Plan the project

- The Project Plan will form the basis of your agreement with Quit Victoria – this will be drawn up by the Quit Victoria Representative; they will also support you with the planning process.
- Time and careful planning are essential ingredients to coordinate the project and implement new changes. It may take 1-2 meetings and in between meetings to develop and finalise a project plan (although be flexible with the plan).
- Take the time to ensure that goals and strategies are clear, that responsibilities and timeframes are clear and that the required resources have been identified.
- Use the information obtained from the organisational audit to identify priority areas to help plan the project.
- Use the **Project Plan Tool** to start mapping out clear goals, strategies, responsibilities and timeframes of the project along with resources that may be needed.
- Use the **Communication Action Plan** to plan how communication will occur throughout the project. (See also Communicating and building a case for change).
- Once the Project Plan is finalised, the Quit Victoria representative will send you a **Project Agreement** to be signed by the Project Leader or relevant senior staff member in your organisation.

5. Communicating and building a case for change

- The broad support of senior staff is essential for the project. Strong messages of endorsement and support for addressing smoking are required from senior staff of the organisation which can be done by:
    - an announcement from the CEO or equivalent to all staff about the project – use the CEO's normal method of communication with staff.
- Some of the key messages and issues that need to be communicated throughout the project include:
    - information about the project – contact people, timeframe, activities etc.
    - impacts of smoking – for example, if your organisation works with families with young children, you may want to share information about the impact of passive smoking on children
    - project milestones and achievements – celebrate, promote and congratulate goals that are achieved throughout the project.

<u>Develop a communication plan</u>

- Make a list of all the different ways that your organisation communicates with:
    - with staff
    - with clients and carers
    - with volunteers
    - with external organisations and affiliated services.
- Some of the different methods strategies of communication may include:

Emails	Letters
Websites	Newsletters
Staff intranet	Staff meetings
Social media	Forums, annual conferences
One-to-one discussions	Noticeboards

- Develop a **Communication Action Plan** using the above information; this plan should then be referred to, and adjusted if needed, throughout the project as way to prompt you about **who** needs to know **what** and **when**.

Element 2: Comprehensive Smoking Policies

1. Reviewing the smoking policy

- Decide whether the policy review process will be undertaken by the Project Steering Group or by another separate group. This will need to be decided in consultation with senior staff of your organisation.
- Find out if whether your organisation already has a policy or if you will need to develop a new one from scratch.
- If your service is part of a larger umbrella organisation you may need to check whether there may already be an overarching smoking policy with which you will need to comply.
- Identify all other relevant policies where smoking is addressed; this may include workplace health and safety policies, home visits for clients, or policies on caring for children.
- Find out what the organisation's standard process for reviewing and developing policies is to guide the review process.

<u>Organise a policy review meeting</u>

- A policy review meeting will need to be organised by the Project Leader (or another separate policy review group if decided) with the Project Steering Group and the Quit Victoria representative.
- Use the results from the audit to identify priority areas within the policy.
- If your organisation has an existing policy on smoking, review the policy and make decisions about how the policy should be developed or revised.
- If your organisation does <u>not</u> have an existing policy on smoking use the **Policy Template** to help you start writing a new policy.
- Use the **Example Policies** to get some ideas of how other organisations have written their policies that may be relevant to your organisation.
- It will be useful to consider:
    - the adequacy of the current policy on smoking, if one exists
    - what the revised policy should cover and which items are of most importance
    - how the new policy could be implemented
    - particular issues or concerns and how these might best be addressed.
- Some of the issues to consider for a new policy may include:
    - smoking with clients
    - smoke-free environments
    - smoking breaks
    - home visits and others settings

- assistance and support for smokers to quit – clients, carers, staff and volunteers
- advocacy
- investment and other income policy from tobacco companies.

2. Consulting with staff, clients, carers and volunteers

- Once you have identified some of the priority areas for a new policy, and before you commence drafting a new policy consult with staff clients, carers and volunteers to find out what they think should be in the policy. It won't be possible to collect and incorporate everybody's feedback, but it is important to allow for contributions, questions and concerns to be raised.
- Some ways that you can consult with everyone include:
    - constructing a simple survey about the draft policy
    - facilitating a short workshop with staff or clients
    - suggestion box so that people can contribute anonymously
    - asking team leaders/managers to collect and consolidate contributions, comments and questions.
    - facilitating a meeting with clients and consolidating feedback
    - have staff speak with clients about the policy as part of support work.
- Make sure that you provide information about why the policy is being reviewed and developed, a timeline of when the policy will be implemented and how the new policy will be beneficial.
- The kind of information and contribution you should try to collect from everyone includes:
    - areas of concern in regard to smoking
    - what ways they think the organisation can support clients to quit smoking
    - how staff can be supported
    - what are the priorities for a new policy.
- It may be useful to use some of the questions from the **Audit Tool** to help you with putting some questions together.
- The Quit Victoria representative can also provide you with support and advice about consulting with the relevant stakeholders in your organisation.

3. Drafting a new policy

- After the review and consultation process, organise a meeting (that includes the Quit Victoria representative) to draft a new policy; you may need to meet for more than two hours or over 1-2 meetings.
- Draft a new policy that has been informed by:

- the organisational audit
- example policies
- consultation with senior staff.

- The drafting process may take a few cycles of re-writing to get the wording right.
- It is important to consult with senior staff to ensure that the policy components can be implemented within the organisation.

<u>What to include in the policy</u>

- The main elements of the draft policy are the rationale and the policy components.
  - The rationale briefly explains why your organisation has a smoking policy and may also set out principles that will guide the organisation's approach to reducing smoking-related harm among staff and clients.
  - The policy components clearly state how you will address smoking and tobacco-related issues.
- It is important to develop a policy that is suited to, and can be successfully implemented in your organisation – prioritise and implement new changes gradually.
- Use the **Tackling Tobacco** manual for more detailed information for what to include in a policy as well as the **Policy Template** and **Example Policies**.

4. Collecting feedback about the policy

- Once the policy has been drafted, ensure the draft version has been reviewed and approved by senior staff.
- Circulate the draft policy, with information about why the policy is being reviewed, to staff, clients, carers and volunteers.
  - use the **Communication Action Plan** to help planning the feedback process.
- Set a timeframe, e.g. two week feedback process, to collect feedback from as many people as possible.
- The organisation may already have a process for consulting about policies or the following methods can be used:
  - placing the draft policy on the staff intranet and asking for feedback and comments
  - email feedback
  - asking team leaders/managers to review the policy in team meetings and consolidating feedback
  - facilitating a meeting with clients and consolidating feedback
  - have staff speak with clients about the policy as part of support work
  - asking people to give feedback anonymously by having a suggestion box

- constructing a simple survey about the draft policy

- Once all the feedback has been collected, write a short summary report (to be used by the Project Steering Group) to have a clear picture about views of the draft policy.

Dealing with negative feedback:

- If you receive negative feedback about the draft policy it is important to acknowledge and find a way to resolve the issue, e.g. negative feedback in regard to recording the smoking status of clients.
- Speak with relevant senior staff and the Project Steering Group to plan how the issue can be addressed; senior staff may be able to suggest ways of addressing the issue.
- It is important to find out the reasons for the negative feedback.
- Addressing the feedback may include:
  - speaking directly, if possible with the person/s to discuss the issue
  - re-drafting and re-circulating the policy for further comment
  - extending timeframes for implementing the policy
  - holding forums for discussion to give people and understanding about the rationale.

5. Developing a plan to implement the policy

- After feedback has been collected develop an implementation plan that takes in to account:
  - when the policy will be finalised
  - a timeline for when the policy is implemented – it may be necessary to gradually implement elements of the policy in stages with interim arrangements for a set period before the full policy is applied, particularly if there have been some negative comments.
    - ➢ an interim period is a good time to start giving support to staff, volunteers and clients who may be interested in quitting smoking.
    - ➢ if the organisation has decided that it will go smoke-free it is important to give everyone time to adjust and make plans for when the policy is in place.
  - the resources that will be required to implement the policy, e.g. signage, leaflets and publications, resources required to support clients to quit
  - how the policy will be disseminated and widely promoted - this should be considered in the **Communication Action Plan**
  - who will be responsible for implementing different elements of the policy and how monitoring will occur.
  - dealing with non-compliance
    - ➢ there may be existing procedures for responding to non-compliance by staff and volunteers. Non-compliance by clients, during a home visit for example, needs

to be handled in a positive and non-confrontational way.

- it is important that staff have guidelines to follow in such circumstances and have the support of management to resolve any situations that may arise.

6. Finalising, implementing and widely promoting the policy

- Incorporate the feedback for the draft policy in to a revised and finalised version.
  - some organisations may find that they need a few more cycles of re-drafting to get to a finalised version.
  - the Quit Victoria representative can assist with editing and finalising the policy.
- Once a finalised policy has been developed ensure the policy is approved by senior staff the executive officer or the board of management.
- Implement the policy as per the plan and widely communicate and disseminate to all staff, clients, carers and volunteers using the normal procedures or via one of the following methods:
  - an email message from the CEO or equivalent of the organisation – this shows endorsement and support for the new policy
  - discussing at team meetings
  - placed on noticeboards, intranet and website
- Some of the more visible and well-supported elements of the policy should be put in place as soon as possible to maintain momentum and goodwill.
- The policy should also be included as part of induction and orientation to the service either as an employee or as somebody accessing the service.
- It is important to identify how any problems that emerge should be dealt with and who will take responsibility. Grievances or issues that arise when the policy is implemented need to be addressed promptly and in a constructive way.

7. Ongoing review of the policy

- Once the policy is in place it is important that it is reviewed on a regular basis – the frequency for review should be written in to the new policy.
  - use the **Policy Review Form Template** to assist with the process.
- Initially, it may be necessary to review the policy after the first 6 month, particularly if there have been some challenges with implementation, after that it may only be necessary to review it annually or as per normal procedures.
- If changes to the policy need to be made, they should be clearly communicated to everyone concerned.
- If the organisation conducted a smoking survey during the initial consultation phase, this could be repeated as part of the review process to identify the changes that have occurred.

A review should provide an opportunity for staff, volunteers and clients to gauge the policy's success or otherwise, make comments on how it is working, and suggest improvements. The policy should then be revised accordingly.

- Use the review as an opportunity for your organisation to acknowledge the efforts and cooperation of all parties in developing and implementing the policy and to celebrate any benefits.

Element 3: Supportive systems

1. Identifying protocols and systems

- Once the new policy is developed identify systems changes required to enact the new policies and support new practices - use the **Supportive Systems Checklist** to help identify relevant areas.
- Consider areas such as:
    - changes to the physical environment
        - signage in relation to quit support available, no smoking, etc.
        - re-design of spaces formerly used for smoking and socialising. For example, some NFPs have found it useful to remove all seating or undercover areas to discourage socialising in designated smoking areas but also to make the area less appealing and comfortable.
    - restructuring breaks to discourage smoking breaks
    - rewards and acknowledgment for staff who address smoking
    - systems for screening, assessing and recording smoking status (see Element 6: Systematic monitoring & data collection)
    - updating job descriptions and staff performance plans to include addressing smoking
    - case management and protocols to prompt staff to provide quit support (see Element 4: Consistent Quit support & Element 6: Systematic monitoring & data collection)
    - communication pathways to provide regular updates on progress
    - induction to the organisation as an employee, volunteer, visitor or client
    - designating one staff member to be responsible for delivering regular refresher training to other staff
    - At a minimum, your organisation should develop a formal procedure for how clients will be offered support (See Element 4: Consistent Quit Supports).

2. Consulting with staff, clients, carers and volunteers

- Consult with relevant senior staff to discuss systems to be changed who can influence but also approve changes.
    - this should be your first point of consultation.
    - discuss what systems and protocols you have identified for change, why they have been identified and what the practicalities are to making those changes.
- Consult with staff, clients, carers and volunteers for ideas and support and to discuss questions and concerns.

- some organisations have found that clients have suggested a number of useful systems changes, e.g. making designated smoking areas less appealing for everyone by only one ashtray, set times for smoking breaks, making it a rule not to ask other peers to join them for a cigarette.

3. Developing, trialling and implementing new systems

- Use the **Procedures Template** to help you plan and develop new systems and procedures to trial.
- Some ideas to trial the new system or protocol include:
  - choosing one site or service to trial the changes
  - setting a trial period, e.g. one month trial period.
- Consult with senior staff about the best way to trial the new system or procedure and develop a plan.
- Ask staff, clients, carers and volunteers for feedback about what did and didn't work.
- Incorporate the feedback and revise the system or procedure for implementation.
- Ensure you have final approval and sign-off from relevant senior staff.

4. Communicating the new system

- Communicate and widely promote the new system and changes along with reasons for the changes by:
  - email to staff
  - staff meetings
  - noticeboards, intranet and website
  - newsletters
  - information sheets or flyers for clients
  - information session or meeting with clients.
- Provide opportunities for staff, clients, carers and volunteers to communicate their experience and feedback about the new system to assist with continuous improvement, to ensure the system is working and to maintain support for the change.
- A list of useful and relevant resources is also outlined in the manual.

Element 4: Consistent Quit Supports

1. Providing clients with quit support

- In consultation with staff and clients, decide what type of support will be provided and which staff will provide it.
    - it will not be possible to cater for all clients' preferences and needs but it is important to find out how clients would like to be supported so that support can be tailored if possible.
- See section Consistent Quit Supports of the manual to decide the type of support that will be provided:
    - at a minimum, direct care staff should provide the following support to clients:

Brief intervention	+	Ongoing support & encouragement	+	Referral to external quit support (e.g. GP, health worker, Quitline, iCanQuit)

    - Consider offering free or subsidised NRT .
    - Consider offering more intensive forms of support, e.g. individual counselling or quit groups.
- Revise the smoking policy and any other relevant policy documents to incorporate procedures of how quit support will be provided
    - use the **Procedures Template** to assist with outline the procedure for quit support.
- Identify which systems changes are needed to support the new practice – e.g. client intake forms or support plans, signage to promote availability of support, organisational performance measures.
    - use the **Supportive Systems Checklist** to identify which systems should be changed
    - consider including provision of quit support into organisational performance measures – this can assist in embedding the practice and ensure it is offered consistently by all staff.
- Widely communicate and promote to all **staff**:
    - support that will be provided to clients
    - staff responsible for providing quit support
    - the role and responsibility and what actions all staff members can do to reduce smoking-related harm
    - quit support available for staff.
- Widely communicate and promote to all **clients**:
    - quit support available

- staff responsible for providing quit support.

2. Supporting staff to address their smoking

- In discussion with senior staff consider, use the Consistent Quit Supports of the manual or choose at least one of the following ways that the organisation can also support staff to address their smoking
  - offering assistance through an Employment Assistance Programs
  - allowing time to call the Quitline, using the iCanQuit website or making an appointment with their GP
  - offering free or subsidised NRT
  - offering smoking support groups
- Consult with staff to find out how they would like to be offered support from the organisation based on the above options.
- Revise the smoking policy and any other relevant policy documents to incorporate procedures of how quit support will be provided to staff
  - use the **Procedures Template** to assist with outline the procedure for quit support.
- Identify which systems changes are needed to support staff – e.g. signage to promote availability of support, induction/orientation information, organisational performance measures.
  - use the **Supportive Systems Checklist** to identify which systems should be changed
- Widely communicate and promote to all **staff**:
  - support that is available
  - where and how they can access the quit support.

Element 5: Training and follow-up

1. Organising training for staff

- As part of a Tackling Tobacco project, Quit Victoria will provide you with free training
- Liaise with the Quit Victoria representative to obtain information and details to organise a date and location for training. Quit Victoria will need to know:
  - the number of staff participating and their roles
  - suitable dates and location.
- Widely promote and invite staff to attend training and include reasons and benefits for participating in training.
- If required, in consultation with relevant staff, decide which staff and team leaders/program managers should attend training
  - all Project Steering Group members should attend
  - staff in direct support roles should attend
  - senior staff and managers should also be encouraged to attend – this shows visible and public support for the issue.
- Provide resources necessary for participants to attend (including release from normal duties for initial training and any follow-up sessions)
- Liaise with relevant staff to organise training requirements
  - training room
  - training resources and materials – whiteboard, projector, etc.
  - catering if required.

Element 6: Systematic monitoring & data collection

1. Routinely offering clients support

- For this element use the **Procedures Template** to help you develop new systems. The new systems should also be reflected in the new policy.
- The Project Steering Group, in consultation with senior staff and with the support of the Quit Victoria representative, should decide what data on smoking should be routinely collected and what questions need to be asked to provide clients with consistent support.
  - at a minimum: the following questions should be routinely asked:
    - ✓ Do you smoke?
    - ✓ Are you interested in reducing or quitting smoking?
    - ✓ Would you like some support to reduce or quit?
  - consider also including questions to assess nicotine dependence:
    - ✓ How many cigarettes do you smoke a day?
    - ✓ How soon after you wake up do you feel like smoking a cigarette?
- Decide how and when the data on smoking will be collected and engage senior staff support to set up mechanisms to achieve this. This may include:
  - as part of service intake or support planning with clients
  - when clients leave the service – this is useful to ensure clients will have a plan and support to continue addressing their smoking.
- Identify the supportive systems changes that are needed to support monitoring and data collection using the **Supportive Systems Checklist**. Changes may include:
  - amending existing data collection systems
  - developing new forms
  - setting up electronic prompts for staff to follow-up with clients, e.g. 6 monthly prompts.
- Widely communicate and inform clients and staff about the new information collection system. Make sure you include:
  - why the organisation is asking about smoking
  - the benefits of asking about smoking
  - how clients can access support
  - staff responsibilities for assessing and recording information about smoking.
- Use the 'Why we ask about smoking' information sheet to help with communicating your message.

2. Ongoing evaluation of how your organisation addresses smoking

- Using the new systems for monitoring and data collection in regard to smoking, report on and analyse data as part of:
  - organisational performance measurement
  - quality assurance / quality improvement processes
  - annual reports and strategic planning.
- Your organisations can investigate:
  - % of clients had their smoking status recorded?
  - % of staff recorded client smoking status?
  - % of clients are smokers?
  - % of clients were interested in reducing or quitting?
  - % of clients who made a quit attempt?
  - % of clients wanted support?
  - What type of support was provided by staff?
- Ensure that reporting is disseminated and shared with clients, carers, staff and volunteers of the organisation so that they can see how the organisation is tracking and the impact of new systems and processes.

3. Post-project audit and project completion

- Organise a meeting with the Project Steering Group and the Quit Victoria representative and use the Audit Tool to conduct a post-project audit.
- Review the results and progress against the results of the pre-audit completed at the beginning of the project and the project plan.
  - Highlight achievements made and challenges overcome
  - Highlight areas for improvement and where there are still further gains to be made.
- Develop a brief plan of how the organisation can maintain and sustain the progress made during the project and the next steps.
- Report the results of the project to senior staff and discuss how you will continue to monitor and improve the project and increase the organisation’s commitment to addressing smoking.
- Communicate the results of the project to all clients, carers, staff and volunteers.
  - it’s a good idea for the CEO or equivalent of your organisation to send out a personal message about the completion of the project to show their endorsement and support of the changes achieved.

Documentation required in addition to Tackling Tobacco instructions:

- Listed below are the tools that were recommended throughout the tackling tobacco instructions booklet, supporting the implementation of a tackling tobacco project:
  - Tackling Tobacco toolkit
  - Project leader checklist
  - Tackling Tobacco organisational audit tool
  - Tackling Tobacco Project Plan tool
  - Tackling Tobacco Communication Action plan
  - Tackling Tobacco Agreement
  - Communication Action plan
  - Tackling Tobacco Policy template
  - Policy Review Form Template
  - Supportive Systems Checklist
  - Procedures template