**Gauging your organization's capacity to do lead and manage**

Influencing health policy changes requires a certain level of organizational capacity to push and advocate. According to the Bangkok Charter, "the health sector has a key leadership role in the building of policies and partnerships for health promotion" (2005)[i]. The WHO and other organizations published toolkits and materials that aim to help Departments or Ministries of Health increase its capacity to organize and implement health policy changes. A department advocating for health policy changes must be able to mobilize partnerships, maximize available resources, layout plans and visualize results as well as produce convincing evidence to support the health policy and its related activities. The following resources provide the tools necessary for a department to gauge its capacity to undertake necessary activities related to policy making and coalition building.

Suggested readings:

⌐ A Roadmap for Healthier General Plans (by ChangeLab Solutions, 2012)
  ➢ Pgs. 1-4: Provides a roadmap of improving communities towards health—describes steps from Community Visioning to Implementation

⌐ The Service Availability and Readiness Assessment for the Health Sector (by WHO, 2013)
  ➢ Pg. 1: A resource feature by WHO designed to assess and monitor the service availability and readiness of the health sector and to generate evidence to support the changing, planning and managing of a health system.

⌐ Toolkit for Progressive Policy Makers in Developing Countries (by Overseas Development Institute, 2006)
  ➢ Pgs. 1-5: Importance and issues of evidence-based policies; Identifies lessons and approaches from Evidence-Based Policy (EBP) in the UK which may be valuable for developing countries. The approaches and tools presented are based on the assumption that the reader is a progressive policymaker in a developing country, and one who is interested in utilizing EBP.
  ➢ Pg. 12: Impact Assessment and Guidance Checklist for Policymakers; Explains why policy decisions need to be informed by taking account of key issues and the needs of different groups, in order to deliver a fairer, more inclusive and more competitive society. The Prime Minister's Strategy Unit has compiled a web-based checklist that helps policymakers identify these issues and highlights available tools to help policymakers provide effective advice to ministers.

How to Implement Small "P" Changes

Improving the health of the community doesn't always have to start at the national level. Sometimes the most significant health policy changes have to start small first before scaling up to the entire country or region. According to Minkler et al., "*small p"* changes are changes that didn't necessarily require legislative change but would still broadly and cumulatively improve the health of the community."[ii] The Centers for Disease Control and Prevention defines "*small p*" examples as policies of "organizational guidelines, internal agency decisions or memoranda, [and/or] social norms guiding behaviors", while "*Big P*" policies are "formal laws , rules, regulations enacted by elected officials" (2010). [iii] Both "Small policies" as well as "big policies" are excellent channels to bring about healthy policy changes for the community. In addition, Management Sciences for Health provided an outline for organizations on the **8 Steps in Leading and Managing Practices**:
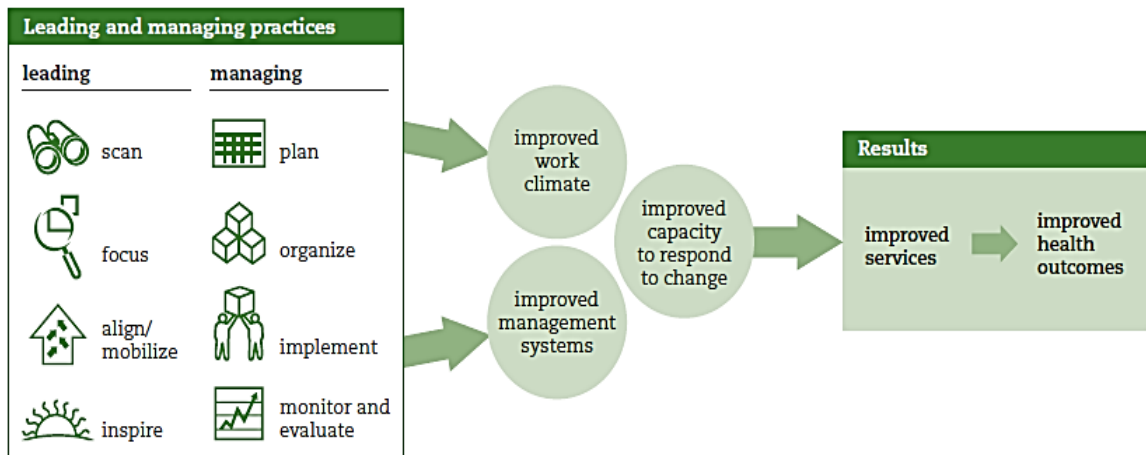
Figure 7. Leading and Managing practices.[iv]

Key Factors in Leading Organizational Change

Success factor	Consequences of not taking step
Communicate urgency by framing the challenge clearly	*Complacency.* People will not be mobilized to change if they think everything is fine the way it is. They need to understand the challenge they are facing and how it affects their work and their organization.
Build the core team	*Going it alone.* If there is not a group of "early adopters" who are committed to the change, it will falter in the face of opposition. Include key stakeholders and authority on the change team in order to get organizational buy-in.
Create a shared vision	*Lack of commitment.* If the vision is not created together with all of the stakeholders, there is no clear picture of and path toward a desired future, and energy and commitment will be dispersed. Be inclusive in creating the vision.
Include other in planning and implementation	*Lack of involvement.* If the vision is not communicated clearly and regularly and used as guide for shared planning, it will not have an impact on organizational activities. Engage others in creating the implementation plan.
Overcome obstacles together	*Demoralization.* When obstacles remain in place, and little or no effort is made to remove them, people will not be able to sustain the energy to continue. Work together to identify the root causes of obstacles and overcome them.
Focus on results and create short-term wins	*Lack of sustained effort.* When people do not see any positive results in the short term, it is hard to keep them engaged. Focus on results and how to achieve them.

Maintain support for facing ongoing challenges	**_Shifts in attention._** While the first positive results may be encouraging, they are not a substitute for lasting change. The risk of declaring victory too soon is that people's attention shifts to something else, and the effort to keep the change moving is lost. Continue to frame new challenges.
Make change stick in organizational system and culture	**_Changes don't last._** If the changes do not become part of the organization's systems and culture, it is unlikely that the changes will last. Incorporate new values, behaviors, and processes into routine organizational systems.

Figure 8. Source: Adapted from "Leading Change: Why Transformation Efforts Fail" by John P. Kotter.[v]

Below is a citation of the key documents important to policy making included in
🖱 Chapter 6 of the *Management Sciences for Health*:[vi]
  - ➢ Page 156: Working with people's responses to change
  - ➢ Page 157: How to deal with resistance to change
  - ➢ Page 161: The role of management systems in supporting change
  - ➢ Page 164: Scaling up changes within and beyond your organization
  - ➢ Page 168: Define Roles and Rules of Collaboration
  - ➢ Page 169: Taking the Lead in scaling up the changes
  - ➢ Page 171: Turning Visions into Reality: Questions to Consider on Leading change

[i] 6th Global Conference on Health Promotion. *The Bangkok Charter for Health Promotion in a Globalized World.* 2005. Web. 20 Nov 2013.

[ii] Minkler, Meredith, et al. *Promoting Healthy Public Policy through Community-Based Participatory Research: Ten Case Studies*. PolicyLink, n.d. Web. 22 Nov 2013.

[iii] Brownson, Ross, et al. "Measuring the Impact of Public Health Policy." *Centers for Disease Control and Prevention*, 7.4 (2010): A77. Web. 22 Nov 2013.

[iv] Management Sciences for Health. *Leading Change for Better Health.* 2005. Web. 22 Nov 2013.

[v] Management Sciences for Health. *Leading Change for Better Health.* (2005): 154. Web. 22 Nov 2013.

[vi] Management Sciences for Health. *Leading Change for Better Health.* 2005. Web. 22 Nov 2013.