



Potential Barriers to Sustaining Policy Change

| Barriers:   | <u>I have experienced this:</u> | Discussion: As a result of each barrier,<br>- <i>What <u>challenges</u> occur?</i><br>- <i>What <u>are strategies</u> to overcome these?</i> |
|---|---------------------------------|--|
| 1. <b>Funding</b> <ul style="list-style-type: none"> <li>• Program shutdown or budget cuts</li> </ul>   |                                 | - Challenge: <i>Eliminates staff primarily charged with education or enforcement</i><br><br>- Strategy:                                      |
| <ul style="list-style-type: none"> <li>• Grants/contracts paying for policy advocates altered or eliminated</li> </ul>  |                                 |  |
| <ul style="list-style-type: none"> <li>• Other <b>Funding</b> barriers:</li> </ul><br>2. <b>Leadership/organizational</b> <ul style="list-style-type: none"> <li>• Change in leadership among departments charged with</li> </ul> |                                 | - Challenge: <i>Results in delays or lack of political will to effectively implement policy</i>  |

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|---|---------------------------------|--|
| implementing/enforcing policy   |                                 | - Strategy:  |
| <ul style="list-style-type: none"> <li>• Bigger priorities on the part of leadership or those charged with sustaining policy</li> </ul>   |                                 |  |
| <ul style="list-style-type: none"> <li>• Employees unaware of responsibility to carry out the policy</li> </ul>   |                                 |  |
| <ul style="list-style-type: none"> <li>• Other Leadership/organizational barriers</li> </ul> <p>3. Political/social environment</p> <ul style="list-style-type: none"> <li>• Pre-emption, or vacation of local laws as a result of passage of county or state laws</li> </ul> |                                 | <p>- Challenge: <i>Leads to inadequate enforcement and loss of local ownership in sustaining policy change.</i></p> <p>- Strategy:</p>       |

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|--|---------------------------------|--|
|  |                                 |  |
| <ul style="list-style-type: none"> <li>• Legal or political challenges brought forward by tobacco industry or local businesses/other stakeholders most negatively impacted by policy change</li> </ul>         |                                 |  |
| <ul style="list-style-type: none"> <li>• Policy is repealed or amended to add new exemptions</li> </ul>  |                                 |  |
| <ul style="list-style-type: none"> <li>• Follow-up smoking attitudes/policy opinion survey comes back unfavorable to original policy</li> </ul>  |                                 |  |
| <ul style="list-style-type: none"> <li>• Other <b>Political/social</b> barriers</li> </ul> <p>4. <b>Lack of pre-planning</b></p> <ul style="list-style-type: none"> <li>• Inadequate licensing fees</li> </ul> |                                 | <p>- Challenge: <i>Leads to lack of compliance checks</i></p>  |

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|---|---------------------------------|--|
|   |                                 | -Strategy:   |
| <ul style="list-style-type: none"> <li>Inadequate signage and other forms of communication</li> </ul>   |                                 |  |
| <ul style="list-style-type: none"> <li>No monitoring plan in place to support that policy is working or identify problems early on in order to fix them</li> </ul>  |                                 |  |
| <ul style="list-style-type: none"> <li>Lack of procedures delineating how enforcement will be handled</li> </ul>  |                                 |  |
| <ul style="list-style-type: none"> <li>Other <b>Lack of pre-planning</b> barriers:</li> </ul> <p>5. <b>Other Challenges</b></p> <ul style="list-style-type: none"> <li>Poorly written administrative rules or procedures</li> </ul> |                                 | <p>- Challenge: <i>Undermines intent of policy</i></p> <p>- Strategy:</p>  |

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|--|---------------------------------|--|
| <ul style="list-style-type: none"> <li>• Policy outlines guidelines, and culture becomes to ignore them.</li> </ul>                  |                                 |  |
| <ul style="list-style-type: none"> <li>• Lack of ability to enforce on publicly owned property (e.g. tobacco free campus)</li> </ul> |                                 |  |
| <ul style="list-style-type: none"> <li>• Use of e-cigs on properties that policy years ago and did not include e-cig ban</li> </ul>  |                                 |  |
| <ul style="list-style-type: none"> <li>• “Hot spots” ignored (e.g. when implementing tobacco free campus)</li> </ul>                 |                                 |  |
| <ul style="list-style-type: none"> <li>• <u>List Other</u> barriers here:</li> </ul>   |                                 |  |