

Worksheet: Levers for Change

For more information, please reference pages 25-26 in the HiAP guidebook.

Purpose: A list of possible government functions that include policy and systems change points to support the integration of health considerations.

When to use? When you are identifying windows of opportunity, starting new partnerships, or launching a new initiative.

After reviewing the opportunities for change within each government mechanism, think of possible actions that you might take to create change within each opportunity.

Government Mechanism	Opportunities and Possible Actions
Ordinances	<p>Opportunity: Local ordinances provide funding or authorize new programs, regulations or restrictions.</p> <p>Possible Actions: Amend a local ordinance to allow mobile produce vending in a residential area; Pass legislation to support access to safe, clean, and affordable water.</p>
Resolutions	<p>Opportunity: Local resolutions reflect consensus among the governing body without signing anything into law.</p> <p>Possible Actions:</p>
Planning processes	<p>Opportunity: Comprehensive planning, Neighborhoods, Parks, Economic Development.</p> <p>Possible Actions:</p>

Licensing or permitting	<p>Opportunity: Permits and licenses provided by government bodies authorize particular types of activities or development. Zoning, for example, is used to divide land into areas for allowable uses.</p> <p>Possible Actions:</p>
Data	<p>Opportunity: Government agencies collect, standardize, and disseminate information and data. Sharing data or standardizing data elements across agencies can ensure more effective collaboration.</p> <p>Possible Actions:</p>
Direct Service Provision	<p>Opportunity: States, counties, and cities provide direct services to communities and individuals. Departments can expand or create new services, better customize services, link services, and reduce barriers to access.</p> <p>Possible Actions:</p>
Education and Information	<p>Opportunity: Agencies educate and inform the population on topics relevant to individuals, organizations, communities, and businesses.</p> <p>Possible Actions:</p>

Employer	<p>Opportunity: Governments employ staff in offices, parks, schools, and throughout cities, counties, and states. Employee policies can encourage healthy behaviors and also set a positive example for private businesses.</p> <p>Possible Actions:</p>
Funding	<p>Opportunity: Grants provide funds to support specific projects or activities. Subsidies are assistance (monetary or otherwise) that reduces the need for monetary expenditures. Grants and subsidies can be used to encourage health promoting actions. This includes payment for health-promoting services (e.g., Medicaid or Medicare).</p> <p>Possible Actions:</p>
Purchasing: Procurement and Contracts	<p>Opportunity: Agencies spend significant money purchasing goods like food, supplies, and equipment, and contracting for services like construction and janitorial services. Procurement and contracting policies can promote other desired outcomes such as economic resiliency, and are a way to model behavior for other agencies or private businesses.</p> <p>Possible Actions:</p>

<p>Guidance and Best Practices</p>	<p>Opportunity: Guidelines can be used to encourage communities to implement best practices or proven methodologies.</p> <p>Possible Actions:</p>
<p>Regulation</p>	<p>Opportunity: Agencies can add, abolish, or change regulations, close or open loopholes, improve enforcement, or change complaint mechanisms for the public. Regulation is often useful in situations where consumers lack essential information.</p> <p>Possible Actions:</p>
<p>Research and Evaluation</p>	<p>Opportunity: Agencies may initiate research, or partner on projects with universities, research institutions, and communities. Evaluation can promote best practices and support model programs.</p> <p>Possible Actions:</p>
<p>Taxes and Fees</p>	<p>Opportunity: Governments can add new taxes, change or abolish existing taxes, or change the tax base to finance needed services.</p> <p>Possible Actions:</p>

Training and Technical Assistance	<p>Opportunity: Agencies provide training and technical assistance to support local programs in working toward ongoing goals, and as programs and policies change. Both interagency and intra-agency training are essential to support collaboration. Local ordinances provide funding or authorize new programs, regulations or restrictions.</p> <p>Possible Actions:</p>
Other	