

Systems Change Action Planning Handout

Strategic Priority: Systems Change at the STRUCTURAL Change level



1. **Review** the brainstorm of concrete actions for the rows related to the Structural Change level (Policies, Practices, Resource Flows) on the Community Conditions and Concrete Actions Crosswalk.
2. **Assign a notetaker** in your group to take notes and document initial plans.
3. **Use the worksheets below** to get started on initial plans.

Table 1

1. Actions suggested within the Structural Level (taken directly from the brainstorm of concrete actions on the Community Conditions and Concrete Actions Crosswalk):
2. What is the broad goal of the work that includes the actions listed above? <i>What are we working towards? What do we want to accomplish with the actions above?</i>
3. What needs to be done to make meaningful progress towards the goal in the next 2 years?



Developing Objectives

Next, your small group will develop draft objective/s, which will describe the short term (2 year or less) milestones the group will work towards to make progress towards the goal listed above. Use your notes from #3 above to get started on objectives.

- Objectives are specific statements of intention and outline progress that must happen to meet the goal listed above. Objectives are more specific than goals, but aren't the step-by-step actions that need to be taken (those details are to come soon!)
- Focus on progress that can be achieved within the next two years.
- Strong Objectives are SMARTIE:
 - **Specific:** What will change and for whom?
 - **Measurable:** Is it quantifiable and can we measure it?
 - **Achievable:** Can we accomplish this in 2 years with the resources we have?
 - **Relevant:** Is it directly related to the underlying causes or problems we are trying to change?
 - **Time-bound:** Have we defined when this will be accomplished?
 - **Inclusive:** Does it bring traditionally excluded individuals and/or groups into processes/activities/decision making in a way that shares power?
 - **Equitable:** Does it include an element of fairness or justice that seeks to address systematic injustice, inequity, or oppression?
- Since you are focusing action at the Structural level, be sure to infuse work at the Policy, Practices, and Resource Flows level/s as appropriate.
- This template (on the next page) provides space for up to 3 objectives. You can cut/paste to add more objectives as needed.

Table 2

<i>Birth Equity-Related Example Objective: By June 15th, 2021, we will meet with hospital leadership to discuss participation in MI-AIM safety bundle implementation.</i>
Draft Objective 1
Draft Objective 2
Draft Objective 3

Double check for deep work:

Template developed by Michigan Public Health Institute. For questions about this template, contact Jennifer Torres (jtortes@mphi.org).

- ✓ *Do you see policy, practices, and/or resource flows impacted by the objectives above?*
- ✓ *Where can deep equity be seen in the work proposed?*
- ✓ *Do the draft objectives reflect progress towards meaningful systems change?*

Drafting an Initial Action Plan




Using your notes above, start plotting out specific action steps for the first Objective. Use the concrete actions brainstorm from the Community Conditions and Concrete Actions Crosswalks as a point of reference. Be specific about the discrete steps that need to happen to make progress towards each objective. Your team may choose to fill in details (target date, resources, lead, anticipated results) now, or once you have all of your actions plotted.

Initial Workgroup (names and emails):					
Goal: <i>[insert from #2 in Table 1]</i>					
Objective/s					
1. <i>[Insert from Table 2]</i>					
2. <i>[Insert from Table 2]</i>					
3. <i>[Insert from Table 2]</i>					
Objective #1: <i>[Insert from above]</i>					
Action steps <i>List out the specific steps to make progress towards the objective below</i>	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes

Objective #2: [Insert from above]					
Action steps <i>List out the specific steps to make progress towards the objective below</i>	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes
Objective #3: [Insert from above]					
Action steps <i>List out the specific steps to make progress towards the objective below</i>	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes

Action Planning Team – Next Steps

 Take a moment to review what you have completed and what pieces of the action plan/s still need work. Consider your next steps to complete a draft as a team.

What still needs work on the action plans above?	What steps do you need to take to have a complete draft?	Who will be responsible for next steps (e.g. Emailing the group, setting up a meeting time/date, etc.)?

Strategic Priority: Systems Change at the RELATIONAL Change level



1. **Review** the brainstorm of concrete actions for the rows related to the Relational Change level (Relationships & Connections; Power Dynamics) on the Community Conditions and Concrete Actions Crosswalk.
2. **Assign a notetaker** in your group to take notes and document initial plans.
3. **Use the worksheets below** to get started on initial plans.

Table 1

1. Actions suggested within the Relational Level (taken directly from the brainstorm of concrete actions on the Community Conditions and Concrete Actions Crosswalk):
2. What is the broad goal of the work that includes the actions listed above? <i>What are we working towards? What do we want to accomplish with the actions above?</i>
3. What needs to be done in order to make meaningful progress towards the goal in the next 2 years?



Next, your small group will develop draft objective/s, which will describe the short term (2 year or less) milestones the group will work towards to make progress towards the goal listed above. Use your notes from #3 above to get started on objectives.

- Objectives are specific statements of intention and outline progress that must happen to meet the goal listed above. Objectives are more specific than goals, but aren't the step-by-step actions that need to be taken (those details are to come soon!)
- Focus on progress that can be achieved within the next two years.
- Strong Objectives are SMARTIE:
 - **Specific:** What will change and for whom?
 - **Measurable:** Is it quantifiable and can we measure it?
 - **Achievable:** Can we accomplish this in 2 years with the resources we have?
 - **Relevant:** Is it directly related to the underlying causes or problems we are trying to change?
 - **Time-bound:** Have we defined when this will be accomplished?
 - **Inclusive:** Does it bring traditionally excluded individuals and/or groups into processes/activities/decision making in a way that shares power?
 - **Equitable:** Does it include an element of fairness or justice that seeks to address systematic injustice, inequity, or oppression?
- Since you are focusing action at the Relational level, be sure to infuse work at the Relationships & Connections and Power Dynamics level/s as appropriate.
 - This template (on the next page) provides space for up to 3 objectives. You can cut/paste to add more objectives as needed.

Table 2

<i>Birth Equity-Related Example Objective: By April 15th, 2022, we will establish a local community-led patient advocacy group.</i>
Draft Objective 1
Draft Objective 2
Draft Objective 3

Double check for deep work:

- ✓ *Do you see Relationships & Connections and Power Dynamics impacted by the objectives above?*
- ✓ *Where can deep equity be seen in the work proposed?*
- ✓ *Do the draft objectives reflect progress towards meaningful systems change?*

Drafting an Initial Action Plan




Using your notes above, start plotting out specific action steps for the first Objective. Use the concrete actions brainstorm from the Community Conditions and Concrete Actions Crosswalks as a point of reference. Be specific about the discrete steps that need to happen to make progress towards each objective. Your team may choose to fill in details (target date, resources, lead, anticipated results) now, or once you have all of your actions plotted.

Initial Workgroup (names and emails):					
Goal: <i>[insert from #2 in Table 1]</i>					
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3. <i>[Insert from Table 2]</i>					
Objective #1: <i>[Insert from above]</i>					
Action steps <i>List out the specific steps to make progress towards the objective below</i>	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes

Objective #2: [Insert from above]					
Action steps <i>List out the specific steps to make progress towards the objective below</i>	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes
Objective #3: [Insert from above]					
Action steps <i>List out the specific steps to make progress towards the objective below</i>	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes

Action Planning Team – Next Steps

 Take a moment to review what you have completed and what pieces of the action plan/s still need work. Consider your next steps to complete a draft as a team.

What still needs work on the action plans above?	What steps do you need to take to have a complete draft?	Who will be responsible for next steps (e.g. Emailing the group, setting up a meeting time/date, etc.)?

Strategic Priority: Systems Change at the TRANSFORMATIVE Change level



- 1. Review** the brainstorm of concrete actions for the rows related to the Transformative Change level (Mental Models) on the Community Conditions and Concrete Actions Crosswalk.
- 2. Assign a notetaker** in your group to take notes and document initial plans.
- 3. Use the worksheets below** to get started on initial plans.

Table 1

1. Actions suggested within the Transformative Level (taken directly from the brainstorm of concrete actions on the Community Conditions and Concrete Actions Crosswalk):
2. What is the broad goal of the work that includes the actions listed above? <i>What are we working towards? What do we want to accomplish with the actions above?</i>
3. What needs to be done in order to make meaningful progress towards the goal in the next 2 years?

Developing Objectives



Next, your small group will develop draft objective/s, which will describe the short term (2 year or less) milestones the group will work towards to make progress towards the goal listed above. Use your notes from #3 above to get started on objectives.

- Objectives are specific statements of intention and outline progress that must happen to meet the goal listed above. Objectives are more specific than goals, but aren't the step-by-step actions that need to be taken (those details are to come soon!)
- Focus on progress that can be achieved within the next two years.
- Strong Objectives are SMARTIE:
 - **Specific:** What will change and for whom?
 - **Measurable:** Is it quantifiable and can we measure it?
 - **Achievable:** Can we accomplish this in 2 years with the resources we have?
 - **Relevant:** Is it directly related to the underlying causes or problems we are trying to change?
 - **Time-bound:** Have we defined when this will be accomplished?
 - **Inclusive:** Does it bring traditionally excluded individuals and/or groups into processes/activities/decision making in a way that shares power?
 - **Equitable:** Does it include an element of fairness or justice that seeks to address systematic injustice, inequity, or oppression?
- **Since you are focusing action at the Transformative level, be sure to infuse work at the Mental Models level as appropriate.**
 - This template (on the next page) provides space for up to 3 objectives. You can cut/paste to add more objectives as needed.

Table 2

<i>Birth Equity-Related Example Objective: By August 31st, 2021, we will design and launch a birth equity storytelling campaign.</i>
Draft Objective 1
Draft Objective 2
Draft Objective 3

Double check for deep work:

- ✓ *Do you see mental models impacted by the objectives above?*
- ✓ *Where can deep equity be seen in the work proposed?*
- ✓ *Do the draft objectives reflect progress towards meaningful systems change?*

Drafting an Initial Action Plan




Using your notes above, start plotting out specific action steps for the first Objective. Use the concrete actions brainstorm from the Community Conditions and Concrete Actions Crosswalks as a point of reference. Be specific about the discrete steps that need to happen to make progress towards each objective. Your team may choose to fill in details (target date, resources, lead, anticipated results) now, or once you have all of your actions plotted.

Initial Workgroup (names and emails):					
Goal: <i>[insert from #2 in Table 1]</i>					
Objective/s					
1. <i>[Insert from Table 2]</i>					
2. <i>[Insert from Table 2]</i>					
3. <i>[Insert from Table 2]</i>					
Objective #1: <i>[Insert from above]</i>					
Action steps <i>List out the specific steps to make progress towards the objective below</i>	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes

Objective #2: [Insert from above]					
Action steps <i>List out the specific steps to make progress towards the objective below</i>	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes
Objective #3: [Insert from above]					
Action steps <i>List out the specific steps to make progress towards the objective below</i>	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes

Action Planning Team – Next Steps

 Take a moment to review what you have completed and what pieces of the action plan/s still need work. Consider your next steps to complete a draft as a team.

What still needs work on the action plans above?	What steps do you need to take to have a complete draft?	Who will be responsible for next steps (e.g. Emailing the group, setting up a meeting time/date, etc.)?