The Comprehensive Cancer Control (CCC) Implementation Building Blocks

A Guide and Tools for Implementing Comprehensive Cancer Control Plan Priorities

THE SITUATION
We have a big, complex problem – cancer.
We have many ways to address the problem– the CCC Cancer Plan.
We have resources to help address the problem– the CCC Coalition.

HOW DO WE GET SOMETHING DONE IN THIS SITUATION?

THE CCC IMPLEMENTATION BUILDING BLOCKS

The CCC Coalition is addressing cancer by using its CCC Cancer Plan.

American Cancer Society®

Comprehensive Cancer Control
Collaborating to Conquer Cancer

Revised April 2015

Why use the CCC Implementation Building Blocks?

Do any of these this sound familiar?

We can't seem to focus on something to do.

The same few people do all the work.

Sometimes I wonder if what I contribute really makes a difference.

The skills and interests of our members are diverse and hard to manage.

We don't have any money.

We start something and then lose momentum.

We waste a lot of time in calls and meetings.

Somebody says they will do something, and then they don't.

When you use the CCC Implementation Building Blocks,

you increase your chances of hearing …

We stuck to a task and finished it.

We figured out who was good at something and then used their skills!

I didn't mind being on calls; we were efficient.

We found people who contributed **MORE** than money.

People actually followed through with what they said they'd do!

New people got involved.

We made a difference!

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The Comprehensive Cancer Control (CCC) Implementation Building Blocks

The CCC Implementation Building Blocks Guide and Tools have been designed to change and improve the way a CCC coalition implements its cancer plan. It is not a magical method or the latest fad in business operations, but it is a simplified, tried and true process for mobilizing CCC coalitions to make a difference in their work on their cancer plan.

The CCC Implementation Building Blocks	
What They Are	**What They Are Not**
• Actions for successful implementation of priority objectives and strategies in your cancer plan • Flexible and adaptable • A workgroup tool • A "what-could-we-have-done-different" assessment	• "Rocket Science" • A guide to manage your full coalition • A "must-do-it-this-way" approach

THE CCC IMPLEMENTATION BUILDING BLOCKS

The CCC Implementation Building Blocks are critical steps that will move your coalition beyond the printed CCC plan document to the actual implementation of the plan.

Mobilize a Team

Organize a Plan of Action

Get Widespread Support

Track Implementation Progress

How to Use the CCC Implementation Building Blocks Guide to Implement a Priority CCC Strategy

As a CCC coalition, you can use the implementation building blocks presented in this guide to help assist in your current and future CCC plan implementation efforts. The forms and worksheets included throughout the guide are provided as tools for you to use as you work through each of the implementation building blocks.

> **The implementation of a CCC priority strategy**
> **is a process that may extend over weeks or months.**
>
> **Therefore, use this guide and its tools *throughout* the implementation process.**

The CCC implementation building blocks are presented in a linear fashion in this guide. They are shown in a systematic progression from the selection of a priority effort through its implementation. In a perfect world where all variables could be controlled and anticipated, this proactive, systematic process could be easily followed. Yet, comprehensive cancer control coalitions work in an environment where there are unforeseen roadblocks, surprising opportunities, changing political priorities, and diverse individual and organizational personalities – all of which can help or hinder the implementation of the CCC plan and influence the way implementation happens. Also, coalitions themselves are always changing. Changes in leaders, members, resources, and dynamics are a way of life in coalitions. All of these factors influence a CCC coalition's implementation efforts.

What's in the Guide

The Guide is divided into sections according to each building block. Each building block section is arranged as follows:

- **Building Block at a Glance**: This one-page overview provides the major actions, tips, information, and tools to use in the remainder of that building block section.
- **A Closer Look at this Building Block**: A description of the building block and the important considerations for it
- **Information and Tools:** The specific tools, guides, checklists, forms, and coalition examples for that building block section. These tools can be downloaded, copied, and used by coalition members as they work through the CCC Implementation Building Blocks. Templates for these tools can be found at the back of this guide.

The CCC Implementation Building Blocks will help guide you along your way;
flexibility and customization is encouraged.

The tools included in this Guide are best used by workgroups or committees in your CCC coalition. It is for groups of coalition members that will work on the implementation of a selected priority. If your CCC coalition is already implementing CCC plan priorities and specific, well-defined efforts are underway, utilize the building blocks and tools to help assess your group's progress, solve issues, and stay on track.

A supplement document, *The CCC Implementation Building Block Guide Appendices,* is also available.

A supplement document includes materials for those who want (and need) to know additional background information regarding the following areas:

1) **Putting it All Together: An Example of the Implementation Building Blocks in Action:** Provides an example of a CCC coalition who used the components of what are now the CCC Implementation Building Blocks to implement a priority CCC plan objective and evidence-based strategy.

2) **CCC Implementation Building Blocks Background**: Describes how the CCC Implementation Building Blocks were created, how they fit into the larger context of comprehensive cancer control, and the critical part they play in making a significant and sustainable impact on the cancer burden. Specific information that can be found in this background appendix includes:
   - **CCC Planning and Implementation Building Blocks Leading to Outcomes Graphic**
   - **Links to a special issue of the journal *Cancer Causes and Control,* "Comprehensive Cancer Control in the US**," published December 1, 2010. This special issue describes progress in the CCC movement in the United States since the first special issue was published in October 2005. It addresses critical aspects of CCC, such as sustaining partnerships, revising and implementing CCC plans, evaluating and measuring the impact of CCC efforts, implementing policy actions to support CCC efforts, and addressing disparities through CCC coalition efforts. Each paper highlights the successes of local CCC programs and coalitions.

3) **Keeping the Momentum Going: Other Implementation Factors and Considerations**: Useful information for coalition leaders and members to consider and use as they work with the coalition to implement their CCC plans. Includes an overview of key ideas, actions, and links to resources in the areas of:
   - Revising CCC Plans
   - Developing and Managing a Resource Strategy
   - Sustaining Partnerships
   - Evaluating and Communicating Outcomes

The CCC Implementation Building Blocks Guide is meant to be a resource for CCC coalitions as they work to implement CCC plan priorities. There are many other additional technical assistance tools and other resources available through the Centers for Disease Control and Prevention (CDC), as well as other CCC National Partners. The approaches and tools included in this guide were developed to be complementary to other CCC-specific resources and tools.

Important! Before you begin, identify your priorities.

A typical CCC plan is comprehensive in both breadth and depth. CCC plans cover the full continuum of cancer and incorporate strategies based on data and input from diverse partners. These attributes make CCC plans broad in scope. Yet, more than likely, the resources available to your coalition (monetary, infrastructure, and people) are not adequate to address all the goals, objectives, and strategies contained in the CCC plan. Therefore, it is imperative that you identify focused areas of work in the CCC plan (priorities) to assure there is progress and success on some areas of the plan.

Periodically reviewing and selecting priorities from your CCC plan is a critical factor in successful CCC plan implementation.

In 2010, the CDC established National Comprehensive Cancer Control Program Priorities and communicated those priorities to CCC programs across the nation. The CDC CCC priorities are as follows:

- Emphasize Primary Prevention of Cancer
- Coordinate Early Detection and Treatment Activities
- Address Public Health Needs of Cancer Survivors
- Use Policy, Systems, and Environmental Changes To Guide Sustainable Cancer Control
- Promote Health Equity as it Relates to Cancer Control
- Demonstrate Outcomes Through Evaluation

It is likely that most CCC plans reflect these CDC CCC priorities in a variety of goals, objectives, and strategies found throughout the plan. These priorities, as well as other data and stakeholder-driven issues identified by the CCC coalition, should be considered as a starting point to further narrow down a focused effort by the CCC coalition.

> **Have you identified priorities out of your CCC plan in the past one to two years?**
>
> **If yes, you are ready to begin using the implementation building blocks Guide and tools. Move ahead to the first building block.**
>
> **If no, your coalition must engage in a process to jointly identify priorities from the CCC plan. Read on for tips on how to do this.**

Identifying Coalition CCC Priorities

If your coalition has not selected priorities or your priorities have not been reviewed within the last one to two years, take time to look at your cancer plan, its goals, objectives, strategies, and the CDC CCC priorities (listed above).

Your coalition's prioritization process should result in a set of priorities the coalition has agreed to work on over a set timeframe (over the next one to two years). If the chosen priorities are objectives,

ensure the objective is clearly stated and measurable. If your coalition has established strategies to help achieve the objective, choose one of these strategies as the starting point for implementation.

Identifying CCC plan priorities can be achieved through the following steps:

1. Determine the process and timeline for setting priorities (who, how, and when). See "How to Choose a Priority" below.
2. Set criteria for identifying priorities. See "Sample Priority Criteria List" below.
3. Once identified, communicate the selected priorities to the coalition and other partners.
4. Begin using this CCC Implementation Building Blocks Guide and Tools for each priority selected.

How to Choose a Priority

Below are a few different options to consider as you determine how your coalition chooses priorities. These options can be modified and customized to best suit your coalition's needs and circumstances.

The Full CCC Coalition considers all the objectives in the CCC plan and uses criteria to make priority selections.

CCC Coalition Workgroups use criteria to consider the objectives in a selected section or portion of the plan and make priority recommendations to the full coalition or a coalition leadership group.

A CCC Coalition Leadership Group narrows down the potential priority objective list and offers a smaller list of priority objectives for review and selection to a larger group (such as the full coalition).

Tips and Tools for Selecting Priorities

Use the following tips and tools to guide your coalition through a prioritization process.

- Everything in your CCC plan should be based on data and evidence-based strategies – start from there as a given.
- Individuals and organizations may be already working on specific objectives or strategies in the plan – that's OK. The selected priorities reflect the choices made *by the full coalition* and are the focus of the combined efforts of the coalition members.
- Organize your coalition structure and workgroups so you can effectively work on your priorities.
- Focus on a few priorities and follow through with their implementation, rather than trying to do too much and being unfocused and too scattered.
- As you accomplish your work on a selected priority, start the prioritization process over and select other priorities from the CCC plan to work on for the next one to two years.
- If someone asked, "Why is this a priority for your coalition?," would you be able to defend your choices? Write down how you selected priorities and the criteria and rationale you used to identify your coalition's priorities.

Use the following tool to assist in choosing priorities:

Sample Priority Criteria List

There are many objectives and strategies in your CCC plan you could work on to effectively address your cancer burden. If they are in your CCC plan, then they are important and relevant. Yet, resources, such as time and money, are limited. Therefore, it is necessary to prioritize what you think are the most important efforts for your coalition. Prioritizing is necessary so you can identify what can be worked on as a coalition first, and then as work is completed. If additional resources are obtained, additional priorities from the plan can be added to the coalition's work.

You can use the following criteria to discuss and determine your priorities:
- **Is this something we need to accomplish together? (i.e., it is not likely to be achieved without the work of the CCC coalition.)**
- **Is this a significant area of need for our constituents and stakeholders?**
- **Does it have a reasonable chance for success?**
- **Is it likely that we will be able to recruit other individuals and organizations to work on this over the next year?**

Many coalitions also include one final selection criteria, which is:
- **Am I personally willing to work on this priority for the next 12-18 months?**

This last criterion is critical. If no one is willing to commit to work on a specific objective from the plan, then that cannot be a priority for the coalition. Progress on the item would likely not happen.

Several coalitions have used these final selection criteria as a "sign-up" technique to identify the members of a group to work on the priority item.

Are there other criteria your coalition would like to use? List them here:

1)
2)
3)

CCC Coalition Priority Setting Example

Below is an example handout one coalition used to identify priorities as they were in the process of identifying priority strategies during their recent plan update process.

Priority Setting Example from the Utah Cancer Action Network (UCAN) Plan Update Workbook:

Instructions for Prioritizing Objectives and Strategies:
The Utah Comprehensive Cancer Control plan paints a picture of what is needed to completely and effectively address the cancer burden in the state. Yet, resources, such as time and money, are limited. Therefore, it is necessary to prioritize what you think are the most important efforts for your coalition.

- It is important that your team and the whole coalition remember that none of the objectives and strategies you have identified will be excluded from the Utah CCC plan. They will all be listed. The prioritization process is a necessary method to identify what can be worked on as a coalition first, and then as strategies are completed. If additional resources are obtained, additional objectives and strategies can be added to the coalition's work.

- Your team can use the following criteria to discuss and determine your priority objectives and strategies:
    - Is this an objective we need to accomplish together? (i.e., it is not likely to be achieved without the UCAN's collaboration.)
    - Is this a significant area of need? (i.e., it represents a burden to Utah citizens.)
    - Is it likely that people will be willing to work on this over the next one to two years?
    - Does it have a reasonable chance for success?

- The team should discuss if it will chose strategies across all goals and objectives, or if it believes that focusing on one goal and a limited number of objectives is desirable.

- It is desirable for your team to reach consensus through a team discussion on the priority strategies. If this does not appear possible, each member should vote for a set number of objectives and then strategies. Those that receive the most number of votes will become the priorities.

Building Block at a Glance:
Mobilize a Team

Key Actions:
- ✓ Mobilize a team of people that will focus on the priority.
- ✓ Identify a leader from that team.

Tips:
- The team should be clear and focused on their area of action.
- The Mobilize a Team Building Block is an opportune time to recruit new coalition members, to re-energize existing coalition members, and to engage nontraditional partners.
- Select a team leader who can provide guidance, direction, and assure accountability but who also allows the group to take ownership and control of their implementation efforts.
- From the onset of the team's work, define and clearly communicate team member's roles and expectations of their time and type of commitments needed.

Information and Tools to Use:
- → Suggested Team Roles and Expectations List
- → Assemble a Team with a Leader Worksheet
- → What's Our Task? Worksheet
- → CCC Coalition Example

A Closer Look at this Building Block:
Mobilize a Team

With a specific priority identified, a team or workgroup can now be mobilized to begin implementation of that priority. You may have an existing workgroup to work on this priority, or you may want to consider forming a new team. Teams, whether they are new or existing, should assess their membership and consider supplementing their team with additional members who can get the job done. Specific skills, knowledge, and experience for the successful implementation of the priority effort may exist in coalition members who are currently not on the team.

Team Members – Committed, accountable, and action-oriented individuals who want to work on the priority are the type of people needed on the team. Bringing together different types of perspectives and expertise can result in creative solutions. Don't forget passion and knowledge of the audience as key characteristics of the team members. Is there a cancer survivor or family member of a survivor on your team? If you are implementing a youth strategy, have you asked a couple of teens to help in some way? What about including a local farmer, grocery store manager, or restaurant owner for healthy eating strategies?

Team Staff – Many CCC coalitions have found that identifying a staff person who is assigned to work with the team as part of their paid job responsibilities can mean faster progress and a more successful outcome.

Team Leadership – Coalitions who have been successful in implementing CCC plan priorities often state they had a leader or co-leaders who were instrumental in advancing the team's efforts. The team leader(s) must ensure that the team is formed, plans are developed, and progress is being made – all within a collaborative, inclusive approach. It is the team members that should consider themselves responsible for successful implementation of the effort, not just the team lead(s).

Team Communication – Once team members have been identified, the coalition leadership should start out with a clear sense of the team's "charge" (see the What's Our Task? worksheet), clearly defined and communicated roles, communication methods, and outcome of their work. If people know what they are working toward, what is expected of them, and when it is expected, they are much more willing to be involved and follow through with assignments.

Team Focus – Some coalitions have developed a short overview on the topic prior to assembling the team. This overview includes a description of the issue and the supporting data, what evidence-based approaches are available, any emerging trends, and an inventory of current efforts or resources. This can be distributed and discussed with all team members at the beginning of the team's work so as to inform their decisions and plans.

Suggested Team Characteristics, Job Descriptions, and Expectations List

Use/adapt this information to recruit and reconfirm your team members.

A manageable group (five to seven people is usually optimal, but it can be more if everyone is willing to be engaged in various ways in the effort).

The team and its member should:
- ✓ Be responsive when decisions need to be made quickly.
- ✓ Have a good sense of what decisions can be made by the team and what decisions need to go to a larger group, like an executive committee or the full CCC coalition.
- ✓ Be guided by the values, guiding principles, and trust of the CCC coalition in their actions and decisions.
- ✓ Be accountable for getting the job done as a team.
- ✓ Be willing to consider other's views and can share their own experiences and opinions in a collegial manner.

The following questions may be helpful to ask and answer as you build your team:
- Who has worked on this type of effort before?
- Who has influence with the organizations or systems that the coalition will want to work with on this effort?
- What technical background is needed (i.e., colorectal screening, health care insurance, hospice care)? Who has it?
- What audience knowledge is needed (i.e., survivors, elected officials, businesses, health systems, physicians, nurses, clinic/office staff, youth, etc.)? Who has it?
- What type of approach will be used (i.e., policy development, community mobilization, communication/marketing)? Who has experience in that?
- Who wants to work on this effort? Who is motivated to do something about this issue?

Sample "Job Description" of a Team Member
- Work with other team members to identify and implement priority evidence-based strategies from the CCC plan.
- Commits to being on the team for the length of the project timeline (often six-18 months).
- Works with the team to develop, implement, and track progress on a strategy implementation action plan.
- Is actively engaged in the team's work, including being in attendance on team calls or meetings.
- Agrees to work on specific tasks and completes assigned tasks within an agreed upon timeline.
- Is prepared for team calls or meetings.
- Constructively communicates problems to the team leader and members, and offers solutions to help address problems.

Mobilize a Team Worksheet

Use the worksheet below to identify the team lead and team members and their skills, expertise, and passion for being on the team. **Look at the Suggested Team Characteristics, Roles and Expectations List and the questions on that list as you initially think about the types of people you want on your team.**

CCC plan priority (list priority here):	
Implementation team name:	
Implementation team leader:	
Team Member Name and Contact Information (Name, Phone, Email)	Skill/Expertise/Passion the Team Member Brings to the Table

Identify the communication methods that the team will use as it works:
- Communication, such as email (who, frequency, etc.)
- Call/-Meeting Agenda Development (who, timeline, etc.)
- Calls-/-Meetings (frequency, location/call-in number, etc.)
- Call-/-Meeting Summaries and Action Plan Updates (who, timeline, etc.)

Communication Methods:

What's Our Task? Worksheet

Instructions: One of your first discussions as a team will be to define and focus the work you are doing and how it clearly relates to an objective and outcome in the CCC plan. Note: In order to jump-start team discussions, the CCC coalition steering committee, the workgroup lead, or a few members of the workgroup may want to initially work on this worksheet and then complete it during a first team meeting or call.

Priority: List the previously identified priority here: (*See the earlier section in this guide called "Important! Before you begin, identify priorities")*

1) **What are we trying to impact?**
   Priority Objective:
   Baseline:
   Target:
   Timeline:

   *Note: Identify the baseline and target data and the timeline for achieving the objective. (**If these aren't identified** in the objective or in the plan, you must first identify these critical data elements before you can begin implementation of the priority. Work with your coalition leadership to do this as a first step.)*

2) **Do we have additional or updated data that will help inform our work on this priority objective?**
   Who to ask:

   How the updated data could influence our actions:

3) **What is the strategy we will work on?**

   Note: If the priority is an objective, your team or workgroup's first task will be to identify an evidence-based strategy from you plan that corresponds to the objective. This will be the focus of your workgroup's efforts. Choose a strategy based on the similar criteria found earlier in this guide for selecting priorities.

CCC Coalition Example

The following is an example of one CCC coalition's list of desired characteristics of leaders, used when forming coalition implementation teams:

Puerto Rico CCC Coalition: Desired Characteristics of Coalition Leaders and Team Leaders

- Visionary: Able to see and support the full continuum of cancer control and not just their area of expertise

- Passionate: Has a passion for addressing the burden of cancer in Puerto Rico

- Committed: A commitment to the comprehensive cancer control implementation process and a willingness to participate fully

- Influential: Is an influential part of their organization, community, and territory

- Trustworthy and respected: Is considered a trusted individual who is respected by coalition members

- Inclusive: Actively solicits ideas, input, and participation from all coalition members

- Consensus builder: Can help coalition members negotiate and find common ground

- Creative and flexible: Brings creativity to problem-solving within the coalition and is flexible in their approach to managing the coalition

- Active participant: Actively contributes perspectives to the coalition

- Advocate: Carries the comprehensive cancer control message back to organizations and constituents and becomes an advocate for implementation of the plan

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Building Block at a Glance:

Organize a Plan of Action

Key Actions:
✓ Develop a usable and realistic action plan that identifies what needs to be done, and what resources are needed in order to be successful in implementing the evidence-based strategy.

Tips:
- Team members should be actively engaged in the development of the plan.
- The plan should be a tactical plan that utilizes the strengths of the team and coalition, leverages existing systems and programs, accounts for anticipated challenges along the way, and is flexible to take advantage of unexpected opportunities and obstacles.
- The plan should be communicated to other coalition members so they know of the team's efforts and can offer their support.
- A written action plan allows the team and other members of the coalition to identify any gaps in the overall approach and will assure everyone on the team is moving in the same direction.
- Existing and new resources needed for implementation of the strategy should be part of the plan of action.
- The team can share a list of resource wants and needs and how those resources will be used with coalition members so they can contribute resources to the effort.

Information and Tools to Use:
→ Action Plan Template
→ Identifying Resources We Have and Resources We Need Worksheet
→ Obtain Implementation Resources Worksheet

A Closer Look at this Building Block:
Organize a Plan of Action

The Plan of Action
Often a CCC plan does not provide the level of detail needed to fully implement the selected priority. Thus, the implementation team should be charged with creating a priority strategy specific detailed plan of action that includes:

- Specific tasks
- Key stakeholders to involve
- Who is responsible for each task
- Timelines

- The resources needed in order successfully implement the priority strategy
- Progress on implementation of the strategy

Other Key Items to Consider as the Plan of Action Is Developed
- Ensure that the priority strategy is evidence-based or at a minimum is informed by evidence (i.e., unpublished evaluation results) and is likely to achieve the outcome you are looking for.
- Look to existing programs, services, or systems that are already in place and can be leveraged for this effort. These do not necessarily need to be cancer related or even health related. This is an opportunity to be creative and look for new partnerships.
- Recognize that local communities will likely be impacted by the CCC plan priority. Find ways to get their support and involvement from the onset.
- Identify if there are competition concerns related to the issue, and if so, address those issues openly and respectfully in order to find common ground.
- Assure there are mechanisms for feedback on tracking progress in the plan of action so that if there are problems, they are caught early and dealt with quickly.
- Determine the type of information, frequency, and the methods by which the team will communicate. This includes the team itself, the CCC coalition, and the stakeholders who are involved or affected by the efforts. There should be feedback mechanisms incorporated so that input is solicited throughout implementation.

> As the team develops a plan of action, the following questions should be asked:
> - What is known about how others have gone about addressing this type of priority issue? Look for examples of evidence-based interventions for proven approaches.
> - Who are the key decision makers that need to agree to and support this effort? What strategies are in the approach to get their support?
> - Who are the key stakeholders? What strategies are in the plan to get their support?
> - How can the political environment help or hinder our efforts? Is this an election year? Is there management and fiscal stability in the organization with which you are working? Have these types of challenges been taken into account in the plan of action?
> - Should we add new members to our group to get the job done?

Action Plan Template								
CCC Plan Priority Objective (list objective here):								
Priority Strategy this team will work on (list priority here):								
Major tasks needed to accomplish the strategy (describe)	Who is responsible for getting this task done?	What are the existing programs, systems, and efforts we could work with?	Due Date	Resources Needed		Resources Secured		Tracking: - Progress - Challenges - Completion
				Money	In-kind	Money	In-kind	

Identifying Resources Needed to Carry Out the Plan of Action
As you go through your plan of action, determine the resources you need (i.e., staff, materials and supplies, delivery of services, media, outreach, and travel and meeting costs) to be successful in your efforts. Implementation of CCC plan priorities requires this critical action – leveraging existing resources and obtaining new resources where needed. So, be creative in identifying sources of support – remembering that resources are not just funds, but can be in-kind contributions of coalition members, their organizations, and other community partners.

As your team discusses the resources needed to implement your strategy's plan of action, maximize the different available resources for a specific priority. There are many types of resources that can be brought together to support implementation of priority strategies. The resources may be:

- Direct financial resources from organizations, individuals, governments (i.e., tobacco tax revenues for tobacco control programs), grants, foundations, coalition members, funding from the community because of fundraising events, etc.

- In-kind (donated) resources such as expertise, personnel, meeting space, materials, food, etc.

Communicate your resource needs to others in the coalition. You may find that an individual member or organization may have access to or be willing to provide the resource your team needs. Another strategy that some coalitions have used is to issue a "resource challenge" to its members. This creates friendly competition and camaraderie among coalition members if one organizational partner commits to a resource commitment and other members are challenged to match that commitment.

Also, keep in mind that your coalition may have an overall resource strategy that outlines a rationale and process for obtaining the resources needed for all or part of your CCC plan from a variety of sources. Make sure you look at this overall resource strategy to ensure you are coordinating resource planning for your specific priority strategy with the coalition's overall resource planning. As you think through the steps needed to implement your priority strategy, use the action plan template below to identify each of the major tasks and other information needed for each task.

Worksheet: Obtaining Implementation Resources

Instructions: Ask the following questions as you determine who, what, and how to obtain resources for implementing your plan of action:

1. Who from our team or our coalition has the best relationship with the people or organizations identified as potential sources of in-kind or financial resources needed for our priority?

2. Have we clearly and specifically identified the type and amount of resources we need? (For example, three staff hours per week for four months, 500 copies of a brochure, $3,000 for purchasing media space, etc.)

3. What do we need to put in writing in order to make the case and make the ask?

4. Do we have a backup plan if we aren't able to get the resources we have identified? What is it?

Building Block at a Glance:

Get Widespread Support

Key Actions:
- ✓ Strategize from who and how you will get support for implementing your strategy.
- ✓ Plan to utilize **personal relationships** to leverage, motivate, get support, and be successful in your implementation efforts.

Tips:
- Consider who is affected by your efforts – either positively or negatively and assure you work with them to get their buy-in and/or if possible, address their concerns.
- Communicate often with the stakeholders you identify to share progress, challenges, and engage them in finding solutions.
- Personally contact those who might be opposed to your efforts, and develop approaches to address their concerns and win their support.

Information and Tools to Use:
- → Get Widespread Support Worksheet
- → Tips for Getting and Sustaining Partner Involvement

A Closer Look at this Building Block:
Get Widespread Support

The successful implementation of a priority is often due to the careful planning, hard work, and perseverance of the implementation team and coalition. It is also critical to cultivate and maintain key relationships necessary for broad-based support of the effort. Throughout implementation, the team and coalition leaders should ask for and utilize support from all the coalition members as well as external stakeholders and partners.

Options for Involving External Stakeholders to Get Widespread Support

How coalitions involve external stakeholders matters. Implementation of plan priorities that involve local communities, for example, should allow for some flexibility in how those local communities can be involved so that they can "make it their own," thereby increasing their commitment to and ownership of the effort. Local community representatives do not necessarily need to join the CCC coalition to be involved. More widespread support can be gained by maintaining a mix of external stakeholders as well as coalition members.

Communication is the Key to Getting Widespread Support

Communication is the key to obtaining and maintaining widespread support. Coalitions need to determine who would be interested (either positively or not) in their efforts and then communicate with them on what the priority is, get their input, and ask for their involvement. This should be an ongoing effort to connect and work with external partners, not just a one-time effort. Coalitions should reach out to others who are motivated to do something about the issue – whether or not they are a coalition member.

Utilizing existing communication methods that are part of your coalition members' organizations is another excellent way to "spread the word. Newsletters, Listservs, websites, social media approaches, media relations staff, and media releases are all typical and established communication methods in larger organizations. Work with your coalition leadership to assure they are aware of and approve of the larger communication strategies that you are considering.

Involve everyone you can think of to get support for your effort. Instill a sense of ownership of the effort in each of these groups by asking them to play a specific role where it is appropriate in your approach you have outlined.

Examples of communicating to external partners include:
- Sending out personalized emails
- Asking to be a speaker at their meetings
- Meeting with them personally in their office, place of business, or for a meal/coffee
- Asking them to come to your next team meeting or coalition meeting
- Sharing relevant summary documents and data with them
- Developing media ads or write op-eds in local/state newspapers

Get Widespread Support Worksheet

Instructions: Ask these questions and document your answers as you consider how to get widespread support for your priority strategy.

1. Who will be affected (positively or negatively) by this strategy?
   a. For example, the public, cancer patients, their families, and survivors, health providers, health care systems, such as hospitals, cancer centers, community health centers, and physician groups, health department leaders, insurers, etc.

2. Who communicates best with those affected by the priority strategy?
   a. For example, the public – the media and elected officials; physicians – other physicians; coalition members – coalition leadership; cancer patients and survivors – health care professionals and other survivors, etc.

3. How do we want people to support us?
   a. For example:, voting support, provide information such as data, written commitments, and communication to the public or key constituents, time on meeting agendas, etc.

4. What's the communication strategy? For example, use social networking as a means to spread awareness and get support, prepare elevator speech and get team members to share with policy makers, work with earned media, and leverage peer pressure from other organizations that support you, etc.

The following tips for getting and sustaining partner involvement in CCC coaliiton efforts are good to keep in mind as you work to gain support for implementing your priority strategy.

Tips for Getting and Sustaining Partner Involvement	
Keys to successfully building partnership support	• Look for partners that have complementary goals and objectives to yours – supporting each other is a win-win situation. • Identify something specific you need that a potential or current partner can do or provide. • Establish and/or build on personal relationships. • Ask what the partner needs in return for supporting your program and try to meet those needs. • Sometimes you may need to compromise on jumping right to what you'd like and will need to create stepping stones to get there. For example, a partner may insist on a health fair before they will work with you on a more involved evidence-based strategy. Know when to compromise and on what, so you can ultimately reach your goal. • Communicate, communicate, communicate.
Keys to successfully nurturing partnership support	• Ask what is working/what is not working. • Give recognition where it is due. • Communicate results. • Model commitment to get commitment.
Keys to successfully maximizing partner contributions (leveraging)	• Connect the dots for people and organizations; don't expect them to do it on their own. • Be transparent about what partners are contributing so that others can build on it. • Ask for something specific to complement the resources/support you do have. • Provide opportunities for discussing how partners can work together. • Look and seize opportunities where or when you didn't expect them.

In all of these tips, strategies, and approaches,
value and use your *personal relationships* with others in the community.

Building Block at a Glance:

Track Implementation Progress

Key Actions:
✓ Assure you track your progress on your team plan of action in order to assess your overall impact as well as to be able to quickly and effectively adjust your efforts where needed.

Tips:
• Check in with team members to assess their perceptions on progress being made. If there are issues raised, make sure you get ideas for solutions.
• Use your plan of action (see building block, Organize a Plan of Action) to continually track and monitor your progress. Take time to review and assess progress with the team to recognize the tasks that have been accomplished and make adjustments to other tasks and timelines where needed.
• Discuss and carefully determine if and when changes to your plan of action are needed. Is it a change that is needed in tactic or the team's functioning or is it an adjustment needed in the overall strategy?
• Determine who, when, and how to communicate your plans and your progress.

Information and Tools to Use:
→ Getting to the Root of a Problem Worksheet

A Closer Look at this Building Block:
Track Implementation Progress

This building block focuses on one aspect of the overall CCC evaluation effort – process evaluation – as a means of tracking implementation of a team's plan of action for one specific CCC priority strategy.

The team's action plan for implementing a priority should identify tasks to track progress and make adjustments, if and when necessary. CCC programs and coalitions should have an overall evaluation plan that focuses on the partnership, the plan, and the program. Tracking progress on the implementation of one plan priority is part of the overall evaluation effort. Teams should share their plan of action with CCC leaders that are responsible for evaluating CCC as a whole to get advice and guidance on specific tracking measures suggested for their efforts.

Another aspect of tracking progress is to let others know what you are doing and how your efforts are progressing. Your audiences for this information could be all or some of the following groups:
- CCC coalition leadership
- All coalition members
- All the partners involved in the implementation of your effort
- Potential or existing funders
- Any other stakeholders

The audiences you communicate to about progress should closely resemble, if not match, who you have identify as needing support from.

How you communicate your progress can range from a simple phone call to a presentation at a meeting to a written summary. It is important to always ask for feedback and suggestions from your audience. Don't just share positive results, but share your challenges in an objective and open manner. They will likely find out in time anyway, and they can be a wonderful source of ideas and solutions for helping with problems. They too want to be associated with a successful endeavor and will help you make it so.

Expect Challenges – As coalitions implement their CCC plans, challenges can arise at any time. For example, a partner organization may change their mind about being involved; a proposed bill in the state legislature gets altered at the last minute; or key stakeholders change jobs or move to a different organization. Teams must regroup, review, and revise their plan of action if necessary. Tracking progress along the way will help teams understand and appropriately respond to obstacles in a timely manner.

Methods for tracking progress on the implementation of a strategy include asking questions, such as:
- Are tasks listed on the plan of action getting done?
- Are tasks getting done on time?
- Are we being successful in achieving our tasks?

When answers to the above questions are no, the team should utilize the Getting to the Root of the Problem worksheet to get to the root of the problem.

Key considerations in assessing an issue when faced with an implementation obstacle include:
- Identify the root of the problem, which is not always immediately evident.
- Avoid personalizing the problem to an individual or a specific organization. There will always be people who say, do, or behave in ways you do not agree with. Focus on solutions that will move efforts forward. One of the solutions may be to involve that person or organization in your problem solving.
- Gain an understanding of the breadth of the problem. Is this a bump in the road or could this problem derail implementation efforts completely? Talking about the specifics of the problem will get everyone on the same page about its seriousness and what to do.
- Brainstorm solutions to address the problem. Which of these solutions does the team think is the approach most likely to resolve the problem at hand?
- Ask if the problem and the solution to the problem are too big of a compromise to the desired outcomes. Coalition leaders may have to decide they need to compromise and that some success is better than no success. Or they may decide that the problem is not insurmountable and requires an ongoing, determined effort along the lines of what had planned.
- Involve CCC coalition leaders, members, and key stakeholders in discussing larger problems. They will want to be involved and can offer suggestions for a solution. If hard decisions need to be made, their involvement up front will provide support for actions later.

Getting to the Root of a Problem Worksheet

Use the worksheet below to get to the root of a problem and identify possible solutions.

Instructions: When faced with a situation where things are not going as planned, ask the following questions to get to the root of the problem and identify solutions.

1. What is the problem? Identify the problem and ask why five times to get to the root of the problem.

   PROBLEM:

   WHY (is this a problem or issue)?

   WHY?

   WHY?

   WHY?

   WHY?

2. How large is this problem? Is this a bump in the road or could this problem derail your efforts completely? Talking about the specifics of the problem will get everyone on the same page about its seriousness and what to do.

3. What is the solution to this problem, or at least something we can try?

Final Thought

Implementing a CCC plan can have significant rewards as well as considerable challenges. Your CCC coalition must be dedicated to a thoughtful, patient, and persistent implementation process. The benefit of such dedication is successful implementation of strategies that will ultimately lead to a reduction in the burden of cancer on our family, loved ones, and communities.

"Nobody trips over mountains. It is the small pebble that causes you to stumble. Pass all the pebbles in your path, and you will find you have crossed the mountain."
– Author Unknown

Supplemental Document:

The Comprehensive Cancer Control (CCC) Implementation Building Block Guide Appendices

This document is a companion to the document *Comprehensive Cancer Control Implementation Building Blocks: A Guide and Tools for Implementing Comprehensive Cancer Control Plan Priorities*.

Contents:
1. Putting it All Together: An Example of the Implementation Building Blocks in Action

2. Building the CCC Implementation Building Blocks

3. Keeping the Momentum Going: Other Implementation Factors and Considerations
- ▪ **Revising CCC Plans**
- ▪ **Developing and Managing a Resource Strategy**
- ▪ **Sustaining Partnerships**
- ▪ **Overall Evaluation and Communicating Outcomes**

Revised April 2015

Putting it All Together:
An Example of the Implementation Building Blocks in Action

Below is an example of a CCC coalition that utilized the CCC Implementation Building Block components in a successful CCC priority strategy implementation effort.

The Iowa Experience

April 1, 2003, was a landmark day for the Iowa Consortium for Comprehensive Caner Control (ICCCC). Members of the partnership had submitted ballots, indicating whether or not they ratified the final version of the state's CCC plan; the ballots had been counted, and the results were in – the plan was approved.

While there was excitement among the Consortium members, some of the partners were experiencing feelings of anxiety. To quote a proclamation made by Dr. George Weiner, ICCCC chair, on that historic day, "We started with a joint vision; we developed a plan; now we implement the plan – where the real work begins!"

To help smooth the way for the changes that were about to take place and facilitate the initial stages of implementation, the ICCCC:
1) Redefined and formalized the structure of the Consortium.
2) Selected CCC plan priorities through a nominal group process.
3) Established implementation groups and standing committees whose charge was to create action plans that focused on the priorities.
4) Assigned the selected CCC plan priorities to each of the implementation groups.
5) Developed a process to address special opportunities that may arise (i.e., grant funding, proposed legislation, new policies), but not part of the selected priorities.

The following key actions, linked to the building blocks, help illustrate how the framework was used in implementing the Iowa CCC plan.

Building Block: Mobilize a Team
Within a month after the CCC plan was approved and priorities were chosen, ICCCC leadership assigned the priorities to implementation groups. The groups held organizational meetings to select chairs and create an operational structure that would best fit the members' needs and facilitate the implementation of the group's assigned CCC plan priorities.

Building Block: Organize a Plan of Action
To assist with the implementation of a strategy priority, each group was provided with an action plan template. This tool provided guidance in helping create a one-year plan that identified 1) action steps that must be taken to implement the priority; 2) Consortium partners responsible for the actions steps; 3) funding needs; and 4) evaluation measures. In addition, a process for work groups to use to request technical assistance from ICCCC leadership was created.
While the implementation groups were undertaking their work, ICCCC leadership was also organizing a plan of action. Included in the plan was finding opportunities to inform policymakers

about Iowa's CCC initiative. Advocacy efforts by some of the partner organizations led to opportunities for members to present information about the Consortium's work and accomplishments to Iowa legislative subcommittees two years in a row. Although it did not immediately lead to state funding, the meetings helped contribute to increasing cancer prevention and control awareness among policymakers and paving the way for CCC funding allocation that was made a few years later.

During the early years of Iowa's CCC plan implementation process, the only funding available to support Iowa's CCC initiative came from the Centers for Disease Control and Prevention (CDC), via the Iowa Department of Public Health. Because dollars were limited, implementation groups and standing committees were asked to prepare and submit CCC plan priority proposals (i.e., work plan, budget, and evaluation plan). Through careful budgeting, all proposals were funded.

Because of the foresight of ICCCC leadership, it was recognized the Consortium should not be solely dependent on the federal funding made available through the Iowa Department of Public Health and, therefore, needed to seek new resources to implement the state CCC plan. This led to the creation of a companion document to Iowa's CCC plan that provided an estimate of expenditures needed to fully implement the plan, and, thus, reduce that state's cancer burden. Through this visionary work, the ICCCC was able to justify resource needs and identify and seek funding possibilities that were based on priorities and partner collaboration

Building Block: Get Widespread Support

To assure implementation groups were comprised of partners who could provide the expertise, skills, and other resources needed to execute actions plans, the recruitment of new work group members was done on an ongoing basis. ICCCC leadership suggested that two basic questions be answered before engaging a new partner: Is it easy for a person to get involved in the work group, and is the CCC plan priority being implemented meaningful to the prospective partner? In addition, as part of the recruitment process, there was an emphasis on helping a potential partner understand work group member expectations and identify a correlation or connection to their own work or job.

To help achieve the goal of gaining widespread support for Iowa's CCC initiative, the ICCCC made "communicate the CCC Plan" an ongoing implementation strategy. Early on, the ICCCC realized the importance of generating continuous interest in the plan and gaining support at the state, regional, and community levels. As a result, a communication plan was developed that 1) identified audiences and the venues and settings through which they could be reached; 2) delivered four main call-to-action messages; 3) correlated the messages to match each audience's strengths and needs; and 4) included CCC plan promotional materials. As the years progressed, brief reports of ICCCC progress in implementing and achieving strategy priorities were published and disseminated to policymakers, stakeholders, and partner organizations and agencies.

Building Block: Track Implementation Progress

The ICCCC assessed progress by monitoring the involvement of Consortium partners in the implementation process and tracking the results of putting the plans that were created to directly address CCC plan priorities into action.

Partner involvement was tracked by documenting attendance meetings, assessing the levels of participation in implementation groups, conducting satisfaction surveys, determining membership gaps, and documenting in-kind contributions. The data collected were used in various reports as a way to present the wide-spread support being given to Iowa's CCC initiative and to identify actions that needed to be taken to strengthen the Consortium. From the beginning of the CCC plan implementation process, an evaluation plan was in place. The plan, created and implemented by a University of Iowa contractor, was used to assess the successes and challenges of action plans, using process and impact indicators. In addition, the contractor helped develop work group members' evaluation skills by providing ongoing technical assistance, trainings, and tools to the implementation groups.

Building the CCC Implementation Building Blocks

In 2002, the Centers for Disease Control and Prevention (CDC) published its *Guidance for Comprehensive Cancer Control Planning* (*Guidance*) to help comprehensive cancer control programs, coalitions, and interested partners better understand how to develop integrated and coordinated state- and other jurisdiction-level comprehensive cancer control (CCC) plans. The *Guidance* includes a set of building blocks or key activities that should be undertaken when developing a comprehensive CCC plan. Currently, all 50 states, 10 Pacific Island jurisdictions, and many tribes/tribal organizations have completed CCC plans, and in some cases, are in the process of implementing their second or third CCC plan.

In 2009, through a cooperative agreement between the two organizations, the CDC and the American Cancer Society (Society) began working with a contractor, Strategic Health Concepts (SHC), to develop the building blocks for implementing plans, which are defined as the specific actions necessary to implement priorities from CCC plans through a CCC coalition. The implementation building blocks were developed from the following:

1) Original concepts outlined in a document created by SHC for a CCC national partner, C-Change, regarding implementation of CCC plan priorities to address access to cancer care issues[1]
2) Interviews with CCC programs and coalition leadership about their experiences with implementation of CCC plans
3) Experiences and expert review of building block concepts by SHC, CDC, the Society, and various other CCC stakeholders.

The conceptual framework for the implementation building blocks is based on these sources of information.

In fall 2010, the article, *From Planning to Implementation to Outcomes – Comprehensive Cancer Control Implementation Building Blocks* was published in the special supplement of *Cancer Causes & Control*.[2] The authors of this guide wish to thank the article authors (Leslie S. Given, Karin Hohman, Lorrie Graaf, Phyllis Rochester, and Lori Belle-Isle) for the use of that article as a basis for this guide.

The Implementation Building Blocks in the Context of Comprehensive Cancer Control

CCC is a systematic approach for maximizing resources, reducing duplication of effort, and focusing on evidence-based interventions across the continuum of cancer care.[3] The CDC defines CCC as "a collaborative process through which a community and its partners pool resources to reduce the burden of cancer."[4] The CDC's National Comprehensive Cancer Control Program supports programs and multi-sector CCC coalitions in all 50 states, Washington DC, 11 territories/Pacific Island jurisdictions, and seven tribes/tribal organizations. These CCC coalitions are "engines of change" that are actively implementing CCC plan priorities aimed at reducing the burden of cancer within communities.

As identified in *Guidance*, the completion of a comprehensive cancer control plan is not an end but a beginning of a cycle of implementing strategies mobilizing further support, evaluating progress, and preparing for the next cycle of planning.[5]

The purpose of implementation building blocks is to define the specific actions that are essential for successful implementation of objectives and strategies found in CCC plans. These actions were identified as essential based on information gathered during the development of the conceptual framework for the implementation building blocks. Figure 1 depicts the overall CCC process from development of the CCC plan (CCC planning building blocks), establishment of a quality CCC plan, implementation of that plan (CCC implementation building blocks), priorities being implemented, and leading to short-, intermediate-, and long-term cancer control outcomes.

The implementation building blocks are intended to guide implementation of individual CCC plans.

In the larger context of comprehensive cancer control, the implementation building blocks are critical for moving beyond the plan to actual implementation of plan strategies that are necessary to meet plan objectives and goals.

**Figure 1. The Implementation Building Blocks
in the Context of Comprehensive Cancer Control (CCC)**
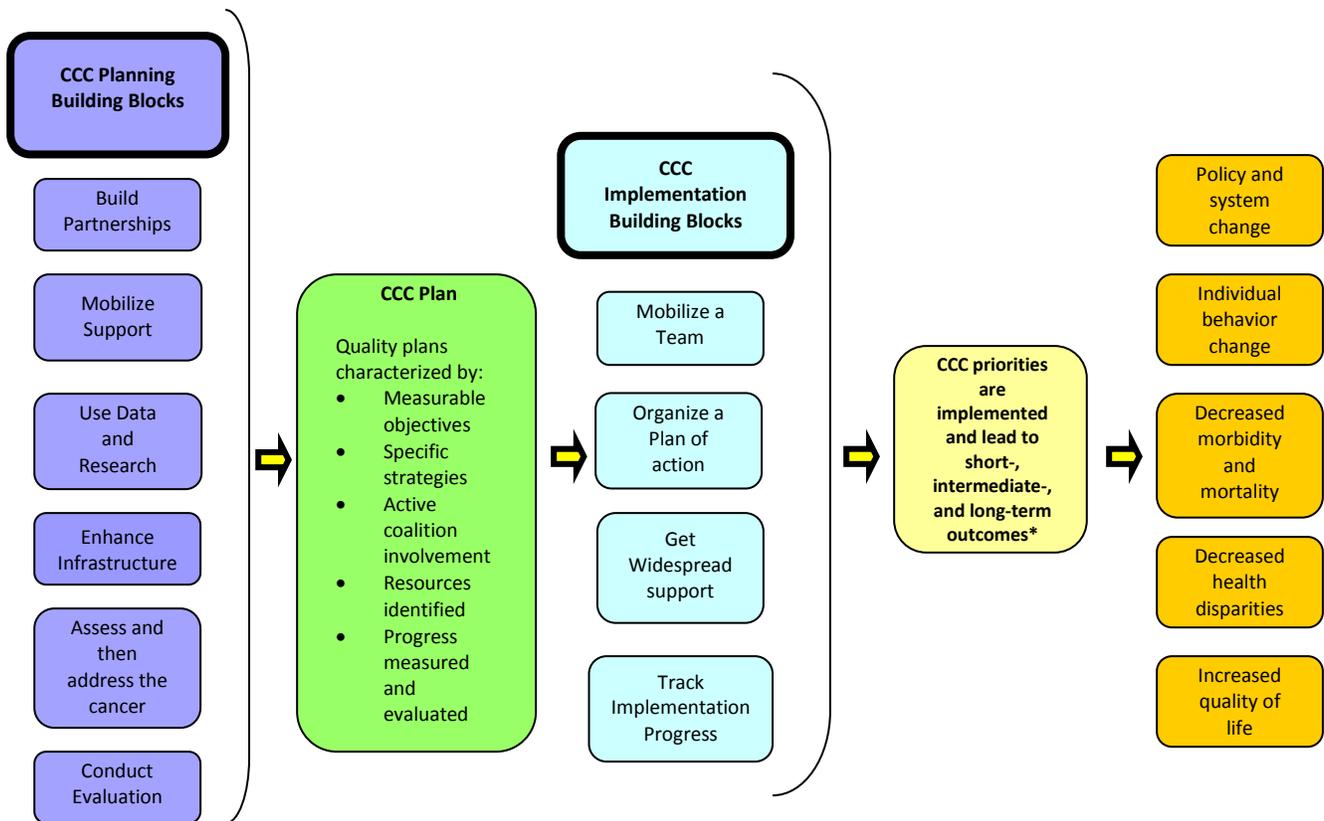
*Examples of short-, intermediate-, and long-term outcomes are provided in the CDC's CCC Branch Program Evaluation Toolkit at http://www.cdc.gov/cancer/ncccp/prog_eval_toolkit.htm (see sample logic model).

Keeping the Momentum Going: Other Implementation Factors and Considerations

The implementation building blocks provide a suggested process for taking a single CCC plan priority strategy and implementing it. The reality is that more than one priority is being implemented by CCC coalitions at any given time and that this process will be used for each of those priority strategies. As implementation of specific strategies is occurring, there is a larger context of comprehensive cancer control that also exists. This context includes developing and managing a CCC plan resource strategy, periodically updating the CCC plan and establishing new priorities as needed, sustaining the overall CCC partnership, and conducting evaluation of the entire CCC effort. All of these keep the momentum of the CCC initiative going. Each of these implementation factors are described below and links to existing resources are provided.

Revising CCC Plans

Comprehensive cancer control is not a static endeavor. CCC plans are developed, implementation occurs, and a new planning cycle begins as one is ending. Adjustments to the priorities a CCC coalition is actively working on should be made based upon changing circumstances, including completion of strategies, new emerging issues to address, and the political environment that can be supportive or an impediment to an effort.

The plan revision or update should focus on the following:
- Gathering existing and new coalition members and partners to actively participate in the plan update process. A common practice is to assign sections of the CCC plan to an appropriate workgroup or committee to review and make suggested changes.
- Reviewing implementation outcomes or progress made thus far, new data related to current CCC plan goals, and assessing emerging trends or new issues that the coalition may want to address.
- Based on a review of relevant information about the current state of cancer in the state, tribe, territory, or Pacific Island jurisdiction, the CCC coalition must reassess their current CCC plan goals, objectives, and strategies, making changes and adding new objectives and strategies as needed.
- Once this reassessment of goals, objectives, and strategies is completed, the information is pulled together and synthesized and a new CCC plan is drafted for review and approval by the CCC coalition.
- Once the new objectives and strategies are in place, the CCC coalition should then set priorities for the coming year or two and determine the resources needed to implement these priorities. This sets an immediate course of action for the CCC coalition utilizing the updated plan. Objectives and strategies that are not selected as a priority for that year are kept in the plan and should be considered in following years.

The article, *Revision of Comprehensive Cancer Control Plans: Experiences Shared by Three States*, in the November 2010 *Cancer Causes &Control Special Issue on CCC* in the US provides good examples on how CCC coalitions have revised their CCC plans. [6]

Developing and Managing a Resource Strategy

A CCC plan with selected priorities for implementation is only part of what makes a CCC coalition successful. One critical element involves understanding the resource needs associated with the plan and employing a strategy to communicate those needs, acquire the resources, and allocate them. While there are no easy or right answers to these questions, the process of anticipating them and agreeing on how to handle an issue related to allocating and sustaining resources ahead of time is well worth the effort.

The following are the key steps and specific actions a CCC coalition should consider when developing a resource strategy to support implementation of the CCC plan:
Step 1: Determining Purpose and Scope of the Resource Strategy
• Establish the rationale for developing a resource strategy.
• Identify benefits and challenges.
• Select a process for developing the resource strategy.
• Make initial decisions about the scope of the resource strategy.

Step 2: Developing the Resource Strategy
• Ask: Do we have enough detail to develop cost estimates?
• Decide what to include in the resource strategy (i.e., current resources).
• Identify budget categories for cost estimates.
• Develop a list of assumptions needed.
• Identify sources of information for assumptions.
• Develop your resource strategy and cost estimates.

Step 3: Using the Resource Strategy
Determine how you will present and communicate about your CCC resource needs, including:
• Audience
• Major interests/concerns
• Talking points
• Forums/presentation setting
• Materials needed

In addition, the following key questions should be asked regarding allocation of resources and sustaining those resources over time:
• When you are successful in obtaining new resources, who will serve as the fiscal agent for holding and distributing the funds?
• What will you do if a donor or funder wants to fund only a portion of an effort?
• What will you do if someone wants to fund something that is not a priority in your CCC plan?
• What will you do if someone wants to fund something in your CCC plan, but does not like the strategy(ies) you have identified?
• How will you deal with other organizations or other health advocates who view the CCC plan and your efforts as competition for funds for their cause or their organization?
• How often should you revise your priorities, cost estimates, and your resource strategy?
• Once you get the funding, how do you sustain it? Who will be responsible for reporting on progress to funders?
• What political changes might affect the funding for plan implementation? Who is best able to anticipate and deal with these issues on behalf of your coalition?

Sustaining Partnerships

The following partnership-related issues can be significant challenges as CCC coalitions implement their CCC plans:

- Engaging and assisting site specific cancer groups that may not be part of the coalition's primary focus or current priorities
- Getting all partners to agree on annual priorities and getting them to work on agreed-upon priorities in a unified fashion
- Disconnect with some members as to their role now that funds are available (those solely driven by volunteer efforts)
- Maintaining interest of volunteer base and getting their participation over time
- Expanding the partnership to fill voids and getting organizational buy-in and support from some key partners
- Sustaining member engagement in implanting coalition priorities; helping them see what's in it for them
- Getting coalition members to assume leadership roles and succession planning for leadership turnover
- Gaining organizational buy-in rather than just individual level champions
- Feeling comfortable with letting go – allowing a partner to take a CCC coalition or plan priority and run with it

Some solutions, in general, are:

- Establish and build on personal relationships to gain leadership commitment.
- Set realistic expectations.
- Give partners something specific to do and be involved in; set a beginning and end to their involvement.
- Ask for something specific to complement the resources or support you do have.
- Ask what the partner needs in return for supporting CCC priorities and try to meet those needs – at the organizational and individual level.
- Ask what is working and what is not working in the partnership; use the results to make needed changes.
- Communicate outcomes and needs in real time.
- Set expectations for leaders and organizational involvement (attending meetings, contributing time and resources, helping to promote the coalition's priorities, etc.).
- Be transparent about what partners are contributing so that others can build on it (leveraging).
- Model commitment to get commitment.
- Recognize contributions, both individual and organizational.
- Commitment is given by individuals: honor them as well as the organization.

Overall Evaluation and Communicating Outcomes

Just as in the building blocks for planning, evaluation plays a critical role in the building blocks for implementation, as described above. While the implementation building block, Track Implementation Progress, focuses on assessing the impact of one priority strategy, overall evaluation of the CCC effort is critical to continued success of the CCC movement at the state, tribe and tribal organization, territory, and Pacific Island jurisdiction level as well as the national level. Communicating the results to coalition members, extended partners, the community, funders, and policy makers is as important as conducting the evaluation. Sharing success stories of CCC implementation activities are a key to sustaining this effort.

Below are key messages that CCC coalitions should consider when evaluating their efforts:
* Develop and implement a formal evaluation plan to guide overall evaluation of the CCC program, implementation activities, and the CCC coalition. Evaluation plans should identify stakeholders, lay out evaluation questions, identify data needed and techniques for generating data, process, and outcome measures, and identify how the evaluation results will be used to make improvements and guide action.
* Short-, intermediate-, and long-term outcomes should be tracked and reported on. Not all accomplishments will come in the form of improvements in the stage of diagnosis of cancer or in mortality. Some significant outcomes can be realized with a more intermediate step, such as passing legislation to increase taxes on tobacco products.
* Communication of evaluation results or accomplishments is of the utmost importance because open communication of results among stakeholders facilitates the utilization of those findings to improve CCC efforts. This helps build accountability within the CCC program and coalition to funders and the community in general. Some CCC coalitions have adopted the practice of issuing annual progress reports to stakeholders. Others report progress through regular communication avenues, such as announcements on coalition websites, stories in newsletters, etc.

A CCC evaluation toolkit is available on the CDC CCC website. (http://www.cdc.gov/cancer/ncccp/prog_eval_toolkit.htm) The toolkit provides general guidance on evaluation principles and techniques, as well as practical templates and tools. The toolkit has five main sections:
* Evaluation Primer: Introduces key evaluation concepts.
* How to Evaluate Your CCC Program: Walks users through the application of the CDC framework and includes a set of tools and templates that can be used to conduct evaluation activities.
* Glossary
* For Further Study: Presents a list of additional resources and selected training opportunities.
* Toolkit Evaluation: Explains how CDC will conduct future evaluations of this resource.

References:

[1] C-Change's *Increasing Access to Cancer Care: An Action Guide for Comprehensive Cancer Control Coalitions* can be found on the C-Change website at: http://www.c-changetogether.org/pubs/default.asp

[2] Given LS, Hohman K, Graaf L, Rochester P, Belle-Isle L (2010) From Planning to Implementation to Outcomes – Comprehensive Cancer Control Implementation Building Blocks. *Cancer Causes & Control- Special Issue on CCC in the United States*

[3] Given, LS, Hohman K, La Porta M, Belle-Isle L, Rochester P. Comprehensive cancer control in the United States: progress and opportunity. *Cancer Causes and Control* (2010) 21:1965.

[4] http://www.cdc.gov/cancer/ncccp/

[5] CDC (2002) Guidance for Comprehensive Cancer Control Planning, Atlanta, GA: Department of Health and Human Services. Available from: http://www.cdc.gov/cancer/dcpc/publications/ncccp.htm

[6] Hager P, Given LS, Redmond J, Rogers K (2010) Revision of Comprehensive Cancer Control Plans: Experiences Shared by Three States. *Cancer Causes & Control- Special Issue on CCC in the United States*