



**12 Month Planning Timeline for a Tobacco-Free Policy
 Businesses & Organizations**

Month One				
Organizational Categories	Steps	Target Date	Staff Responsible	Status
Administrative	<ul style="list-style-type: none"> Top management person seeks approval from the corporate officers to begin working on the policy. 			
	<ul style="list-style-type: none"> Tobacco-Free Policy Committee (or any other committee tasked with planning and implementing a tobacco-free policy) commits to working on 100% tobacco-free property-wide policy for all employees, clients, and visitors. Committee members should represent the highest level of the following divisions: HR, communications, community relations, security, facilities management and at least two tobacco users. Committee should have about 12-15 members. 			
	<ul style="list-style-type: none"> Within the Tobacco-Free Policy Committee, smaller committees should be formed to focus on just one issue. The working committees should include: Policy, Compliance, Communication, Tobacco Cessation Programs and Resources, and Evaluation. Committees should meet monthly before the policy is passed, and then as needed. Have the head of HR and Wellness Director complete Prevention Partners' WorkHealthy America Tobacco-Free assessment to understand how you are currently supporting your employees. WorkHealthy America will grade your organization on its current tobacco cessation efforts and refer you to many resources, including tailored recommendation reports, action plan reports, and a toolbox with a variety of resources to help you plan your policy change. 			
Technical Assistance	<ul style="list-style-type: none"> Use the Tobacco-Free Toolbox to view samples of policies, communications, promotional materials, signage, ideas for identifying tobacco-using employees and linking them with resources, as well as ideas for ongoing evaluation efforts. 			
	<ul style="list-style-type: none"> Before going tobacco-free, consider conducting a survey or analyzing health data available to you to assess the number of tobacco-using employees, number of smokers seen outside the premises and any other information you may want to compare after becoming tobacco-free. 			
Communication	<ul style="list-style-type: none"> A clear channel of communication needs to be established between the Tobacco-Free 			



	<p>Policy Committee chairperson and the CEO/Executive leader.</p> <ul style="list-style-type: none"> • Develop a comprehensive communication plan that assures good flow of information from the top down and from the bottom up. The plan needs to identify multiple avenues of communication, realizing that not all people have access to the internet or may prefer other communication channels. The plan should identify communication opportunities within the worksite itself as well as avenues for reaching the community. The communication plan needs to include outreach to tobacco users to promote cessation benefits and gain their input on promotional and policy matters. 			
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Month Two

Organizational Categories	Steps	Target Date	Staff Responsible	Status
Benefits	<ul style="list-style-type: none"> • Determine current cost of tobacco use by employees. 			
	<ul style="list-style-type: none"> • Determine if you are complying with the Affordable Care Act requirements for tobacco cessation coverage. This includes healthcare coverage for all of the following: <ul style="list-style-type: none"> - Screening for tobacco-use - Individual, group or phone counseling (at least 10 minutes per session) - All FDA-approved cessation medications (prescription and over-the-counter) when prescribed by a healthcare provider. These include nicotine gum, patch, lozenge, inhaler, nasal spray, as well as bupropion and varenicline. - Coverage must be provided for two quit attempts per year - 4 sessions of counseling (at least 10 minute per session) and 90 days of medication must be provided per quit attempt - No prior authorization is required for treatment - No cost-sharing is required for these services 			
	<ul style="list-style-type: none"> • Examine current employee tobacco cessation medical insurance benefits and strengthen benefits to comply with the Affordable Care Act requirements. If you find you are not offering comprehensive cessation coverage, take the opportunity to advocate for these elements with your broker or insurance provider. Make sure the benefits are spelled out clearly in your policy plan so your employees can access them. 			
	<ul style="list-style-type: none"> • Create a one-pager flyer that spells out clearly all of the cessation benefits you offer to employees. Circulate this flyer and information widely and consistently leading up to your policy change. 			



	<ul style="list-style-type: none"> Encourage employees to use NRTs and FDA-approved cessation medications. 			
	<ul style="list-style-type: none"> Establish or promote group and individual counseling programs and refer people to the state Quitline. 			
	<ul style="list-style-type: none"> Plan to promote your cessation benefits widely (through many channels) to your employees in the months leading up to your policy change. This will help some tobacco users plan their own quit dates and help all employees feel supported. 			

Month Three

Organizational Categories	Steps	Target Date	Staff Responsible	Status
Policy	<ul style="list-style-type: none"> Review sample policies in the Tobacco-Free Toolbox and analyze applicability to your site. 			
	<ul style="list-style-type: none"> Include all departments and units. If your organization owns small off-site buildings or franchise locations, invite those managers to discuss a tobacco-free policy at those worksites as well. 			
	<ul style="list-style-type: none"> Determine your policy for e-cigarettes, vapor products, and other nicotine products. Your policy should specifically outline what is banned in the policy with the phrase “Including, but not limited to:”. Prevention Partners recommends banning the use or sale of any nicotine products, except those approved by the FDA for tobacco cessation. 			
	<ul style="list-style-type: none"> Determine your policy for visitors, employees, and clients using tobacco in their cars. Tobacco use should be prohibited in all cars on the property. 			
	<ul style="list-style-type: none"> Contact building owners where you have employees located off-site and encourage them to become tobacco-free at their site also. 			
	<ul style="list-style-type: none"> Consider a policy of giving non-tobacco-using employees a reduction in monthly premiums for health insurance to further motivate tobacco users to quit. 			
	<ul style="list-style-type: none"> Consider whether employees will only be able to go off-site during unpaid meal breaks and whether they will need to clock out or gain their supervisor’s permission to do so. 			

Month Four

Organizational Categories	Steps	Target Date	Staff Responsible	Status
Policy	<ul style="list-style-type: none"> Write the policy. 			



	<ul style="list-style-type: none"> Present the policy to legal counsel for review, changes, and approval. 			
Month Five				
Organizational Categories	Steps	Target Date	Staff Responsible	Status
Communication	<ul style="list-style-type: none"> Develop a FAQ sheet. 			
	<ul style="list-style-type: none"> Develop and implement procedure for informing all visitors and clients coming onto the premises about the upcoming policy and cessation benefits available. 			
	<ul style="list-style-type: none"> Announce policy on website homepage. Also explain the policy in the job opportunities section of the website so future employees understand the policy and the resources available to help them quit. 			
	<ul style="list-style-type: none"> Develop materials for promoting the Quitline. 			
Benefits	<ul style="list-style-type: none"> Create a one-page flyer that summarizes your cessation benefits and incentives provided to employees to help them quit 			
Month Six				
Organizational Categories	Steps	Target Date	Staff Responsible	Status
Communications	<ul style="list-style-type: none"> Contact all department heads and seek their support for the policy and their communication of the policy to their employees. 			
Month Seven				
Organizational Categories	Steps	Target Date	Staff Responsible	Status
Policy	<ul style="list-style-type: none"> Present policy to organization's oversight board for discussion and input. 			
	<ul style="list-style-type: none"> Review Tobacco-Free Action Plan in WorkHealthy America for further steps to be taken. 			
Communication	<ul style="list-style-type: none"> Develop communication plan for announcing the policy initiative. 			
	<ul style="list-style-type: none"> Announce availability of no-cost cessation medications and available counseling. Regularly communicate about your benefits to help tobacco users prepare. 			
	<ul style="list-style-type: none"> Inform all employees of the expected policy and solicit their support. 			
	<ul style="list-style-type: none"> Walk property to determine where signage is needed, including large signs at main entries to the property. See examples of signage in the WorkHealthy America Tobacco-Free Toolbox. Concentrate signage in areas currently used by tobacco 			



	users.			
	<ul style="list-style-type: none"> Develop signage for post-policy passage informing all of the new policy. Post special signage in all areas where current tobacco use is allowed and near all cigarette butt receptacles. Signage should be placed throughout the parking area. 			
	<ul style="list-style-type: none"> Prepare letter from company CEO to go out to all employees informing them of the new policy and asking for their full cooperation and support. Include information about available cessation benefits, incentives, and supports. 			
	<ul style="list-style-type: none"> If applicable, have your PR staff or department begin outreach to community. This can include media outlets, including newspapers, radio, television, and newsletters. Ask for their coverage and support of the new policy. PR staff can also prepare and submit an OpEd piece from the CEO to the local newspaper. 			
	<ul style="list-style-type: none"> Develop graphics for a major banner to hang in the main lobby or on the side of a building at the main entrance. 			
	<ul style="list-style-type: none"> Develop two sets of signs: one for posting upon passage of the policy and a second set to post after policy enactment. Signage should be placed throughout the property, and be attractive and bold. You should have a sense of tripping over the signs. Good signage is a fundamental part of communicating the new policy. 			
	<ul style="list-style-type: none"> Seek input from tobacco users about signage and promotional materials. 			
	<ul style="list-style-type: none"> Order signage. 			

Month Eight

Organizational Categories	Steps	Target Date	Staff Responsible	Status
Policy	<ul style="list-style-type: none"> Present policy to your organization’s board for passage. 			
Communication	<ul style="list-style-type: none"> Mail letter from CEO to all employees. 			
	<ul style="list-style-type: none"> Mount all signage and banners. Consider mounting a countdown board, starting the countdown as many as 100 days before the policy is implemented. Promote the counseling and tobacco cessation pharmaceutical products and services available to all employees (access to free NRTs and Quitline) available to employees and their family members if covered by health insurance. Share information on incentives to quit, such as lower premiums for health insurance coverage or participation in quit programs. 			



	<ul style="list-style-type: none"> If applicable to your organization, communicate with and make presentations to community leaders and groups, including medical, civic, governmental, business, and religious organizations. Meet with media representatives, including editorial boards. 			
	<ul style="list-style-type: none"> Conduct a baseline assessment prior to implementing the policy to evaluate current tobacco usage, attitudes about tobacco, knowledge about cessation benefits, programs and benefits for tobacco cessation, indirect costs related to tobacco usage on property (cleaning, health care, lost productivity), etc. See the WorkHealthy America Tobacco-Free Toolbox for model survey questions. Determine how you will administer the assessment, or if you can obtain this information through a third party vendor (i.e. HRA, biometric screening, or other vendor). Consider who will complete the assessment, how will they receive and return it, and how will you analyze and use the data. Be careful to survey all employees and not to single out tobacco-using employees. Plan to administer a follow-up assessment 6 and/or 12 months post-implementation and annually thereafter. 			

Month Nine

Organizational Categories	Steps	Target Date	Staff Responsible	Status
Communication	<ul style="list-style-type: none"> Add notice of the new upcoming tobacco-free policy to your company's website and the on-hold message if applicable. 			
	<ul style="list-style-type: none"> Promote tobacco cessation resources – including use of the Quitline and group and individual counseling sessions. 			
	<ul style="list-style-type: none"> Distribute suggestion boxes in key locations asking for employee suggestions and feedback. 			

Month Ten

Organizational Categories	Steps	Target Date	Staff Responsible	Status
Training	<ul style="list-style-type: none"> Conduct staff training to prepare management-level staff for the enactment of the new policy. Include content on how management can be supportive of tobacco-using employees while enforcing the policy, tips on how to enforce the policy among visitors and clients, disciplinary procedures for employees, visitors, and clients who violate the policy, and information about cessation benefits that managers can pass along to their employees. 			



<p>Communication</p>	<ul style="list-style-type: none"> • Develop a program where employees can share how they are supporting the new policy. Consider rewarding such efforts through an employee drawing box that would allow employees to place their specific effort in a box for a prize with a monthly drawing. Some examples of efforts include: <ul style="list-style-type: none"> - Writing a Letter to the Editor (LTE), - Submitting a church bulletin notice, - Serving as a tobacco quitting buddy, - Helping to assure the property is cigarette-butt free, - Helping with survey of employees about policy, - Asking for suggestions for improvement, and - Approaching community businesses to donate prizes for distribution to all employees helping to make the policy successful. 			
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Month Eleven

Organizational Categories	Steps	Target Date	Staff Responsible	Status
<p>Technical Assistance</p>	<ul style="list-style-type: none"> • Conduct a senior management training session on the new policy. • Determine the manner in which staff will be expected to interact with clients and visitors not in compliance with the new policy – either by using tobacco in the building, on property, or by leaving the property without permission. Visit the WorkHealthy America Tobacco-Free Toolbox for ideas on how to minimize compliance and enforcement issues. Train all employees to verbally inform clients and visitors about the policy. 			
<p>Communication</p>	<ul style="list-style-type: none"> • Develop materials for employees to give to tobacco users to inform them of tobacco cessation resources at the company, in community, and on the internet. • Celebrate the upcoming new policy with a fun event for all employees – like a raffle, door prizes, or a walk around the property led by the worksite CEO. • Have the CEO conduct a Q&A session with all employees. • Develop a new FAQ sheet based on the Q&A session. • Contact, educate, and assist adjacent community neighbors in becoming part of the tobacco-free property. Work with them on concerns in anticipation of the new policy and the possible impact on their property. A sample letter to neighboring properties can be found in the Tobacco-Free Toolbox. 			



	<ul style="list-style-type: none"> • Prepare a media release for all local outlets if applicable to your organization. 			
Month Twelve				
Organizational Categories	Steps	Target Date	Staff Responsible	Status
Training	<ul style="list-style-type: none"> • Conduct training sessions for employees, including all security personnel, to role play approaching tobacco users who are in violation of the policy. 			
Communication	<ul style="list-style-type: none"> • Remove all cigarette receptacles the night or week before the new policy is enacted. Removing receptacles after the policy is enacted will make it harder to enforce. 			
	<ul style="list-style-type: none"> • Remove and dismantle current smoking huts/areas before the new policy is enacted. 			
	<ul style="list-style-type: none"> • If possible, have additional security staff available for the first week of the new policy and encourage an active outreach for compliance with the policy. Ensure all security staff and employees have educational cards to hand out to policy violators. 			
	<ul style="list-style-type: none"> • Continue to publicize cessation benefits and make a plan for how to continually support employees who want to quit. 			
	<ul style="list-style-type: none"> • Launch your policy by: <ul style="list-style-type: none"> - Sending out a media release; - Conducting a ribbon cutting and media conference; - Hanging signage in the main lobby with a positive message; - Including community partners; - Inviting a local radio show to come broadcast from your property; - Inviting other tobacco cessation resources in your community to attend the ceremonies – like the health department, hospital quitting programs, American Cancer Society, etc.; - Making tobacco cessation counselors available in the lobby; - Distributing materials about tobacco cessation resources, benefits, and information about the Quitline; - Distributing fresh fruit and water; - Handing out a token gift (like a flower) to each employee who has quit; - Encouraging all employees to sign in at the launch area and have door prizes; - Decorating with balloons and flowers; and - Having one-day amounts of NRTs available for visitors. 			
	<ul style="list-style-type: none"> • Mount new signage at all entrances to the property, in parking lot areas, etc. 			



	<ul style="list-style-type: none"> • Have regular worksite-wide announcements reminding people of tobacco-free property policy. 			
	<ul style="list-style-type: none"> • Honor those who have helped to make it successful. 			
Post Enactment				
Continuous Improvement	<ul style="list-style-type: none"> • Ensure continuous quality improvement with communication, education, technical assistance, and training. See Tobacco-Free Toolbox for resources. 			
	<ul style="list-style-type: none"> • In the first year, consider monthly publicity of the tobacco-free policy to continuously encourage employees to quit using tobacco. This can be in the form of a new sign, an event, a new reward, etc. 			
	<ul style="list-style-type: none"> • Evaluate your success – i.e. calls to the Quitline, uptake of cessation benefits, quit rates, etc. Plan to administer a follow-up assessment at 6 and/or 12 months post-implementation and annually thereafter. 			
	<ul style="list-style-type: none"> • Tobacco-Free Policy Committee should meet for 6 months to a year as needed after the policy enactment to discuss solutions to compliance challenges. See the Tobacco-Free Toolbox for enforcement and compliance solutions from other worksites. 			
	<ul style="list-style-type: none"> • Continue to regularly promote tobacco cessation resources. 			
	<ul style="list-style-type: none"> • Contact Prevention Partners to share your successes; we want to help you celebrate by sharing your story with others. 			