

Assessing and Building Capacity

Capacity Training Objectives

- Describe state/community prevention system or Prevention Prepared Communities
- Explain cross-cutting threads of culture and sustainability
- Explain capacity as it relates to the consequence logic model

Capacity Training Objectives

Community Readiness:

- Describe community readiness
- Explain the 9 stages of readiness
- Identify tools available to gauge community readiness and analyze readiness surveys
- Map existing community strengths, weaknesses, and stakeholders who need to be brought into the system.

Capacity Training Objectives

Mobilization:

- Identify strategies to educate and mobilize identified stakeholders (e.g. parents, seniors, high schools, colleges)
- Problem solve hypothetical issues related to maintaining involvement
- Identify Benchmarks: Partnerships; MOUs; Meetings; Directory; Educational/Training Sessions; Other

Capacity Training Objectives

Coalitions:

- Explain role of coalitions within 5-step framework
- Guidelines for getting a coalition off the ground
- Summarize realistic levels of progressive growth / Coalition Effectiveness

Strategic Prevention Framework – Review

Supports, Accountability, Capacity and Effectiveness

Assessment

Profile population, needs, resources and readiness to address needs and gaps

Capacity

Mobilize and/or build capacity to address needs

Planning

Develop a Comprehensive Strategic Plan

Implementation

Implement evidence-based prevention program and activities

Evaluation

Monitor, evaluate, sustain and improve or replace those that fail

Key Principles of the Strategic Prevention Framework

- Public health approach
- Data used throughout the process to inform decisions
- A commitment to planning strategically
- Outcomes-based prevention
- Ability to leverage funds for sustainability and diversified funding opportunities

Capacity Building



The focus is on change for entire populations--collections of individuals who have one or more personal or environmental characteristics in common. Population-based public health considers an entire range of factors that determine health.

Capacity: What is it?

Types and levels of resources to address identified planning and implementation needs including:

- Human resources
- Technical resources
- Management and Evaluation Resources
- Financial resources

Capacity: What is it?

State's / Community's *ability* to bring about changes it desires in:

- Consequences
- Consumption patterns
- Risk and protective factors

Capacity Building: What does it involve?

Capacity building is facilitated by:

- Developing readiness
- Activities that help raise awareness
- Building relationships and coalitions
- Training stakeholders, coalitions and service providers
- Leveraging resources

Capacity Building: What does it involve?

Capacity building is facilitated by:

- Other infrastructure development activities for prevention intervention
- Focus on cultural competency, sustainability and evaluation

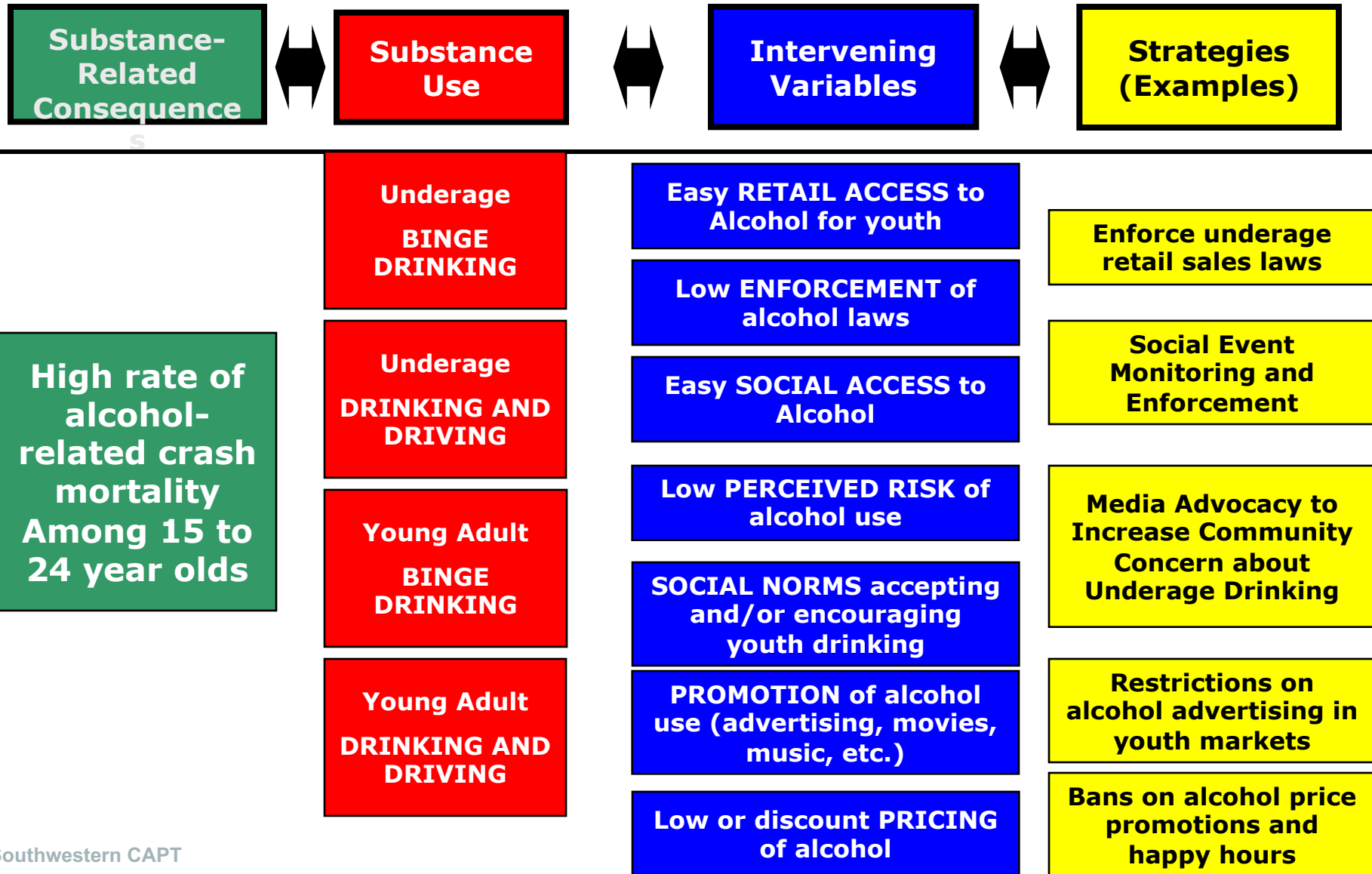
Capacity: Why Is it Important?

Resources, people, partnerships, coalitions, and skills are essential to the successful implementation of prevention plans.

Various types and levels of resources are needed to establish and maintain a community prevention system that can identify and respond to community needs.

Example = Community Logic Model

Reducing alcohol-related youth traffic fatalities



Prevention as a System

System:

Any organized assembly of resources and procedures united and regulated by interaction or interdependence to accomplish a set of specific functions.

(i.e. personnel, equipment, methodologies, etc.)

If funded communities lack capacity and/or readiness to address their stated priority then they must **build** the capacity and readiness . . .

Community Readiness



What is Community Readiness?

“Community readiness is the extent to which a community is adequately prepared to implement a substance abuse prevention program.”

Why Is Community Readiness Important?

- A community must have the support and commitment of its members along with needed resources to implement an effective prevention effort
- Because community readiness is a process, factors associated with it can be objectively assessed and systematically enhanced.

Why Increase Community Readiness?

Effectiveness

Enduring coordinated, and **comprehensive** efforts at the local level are more likely to have the desired impact if prevention professionals work with local citizens and community leaders from many segments of the community in planning, coordinating and implementing the prevention effort.

Why Increase Community Readiness?

Continuity

Prevention programs are more likely to succeed and continue to operate when they are created by local citizens and tailored to the needs and resources of the Local community.

Dimensions of Community Readiness

- ▶ Community efforts
- ▶ Knowledge of the efforts
- ▶ Leadership
- ▶ Climate
- ▶ Knowledge about the issue
- ▶ Resources related to the issue

SAMHSA's Prevention Platform, [www. preventionplatform.samhsa.gov/](http://www.preventionplatform.samhsa.gov/)

Nine Stages of Community Readiness

1. No awareness
2. Denial/Resistance
3. Vague awareness
4. Preplanning
5. Preparation
6. Initiation
7. Stabilization
8. Confirmation/Expansion
9. Professionalization

➤ Community Readiness Handout and Activity

Community Readiness Assessment

- ✓ Identify the issue
- ✓ Define Community
- ✓ Conduct key respondent and community interviews
- ✓ Determine readiness level
- ✓ Develop prevention strategies based on level of readiness

Taking Inventory



What is a resource assessment?

- A systematic process for examining the current resources in your community that are reducing risk factors and increasing protective factors.
- It answers the question: "What's going on in my community?"

➤ Refer to Sample Resource Assessment

Why do we need to complete a resource assessment?

A resource assessment will assist you in:

- Identifying gaps for new services
- Avoiding service duplication
- Building collaboration among service providers
- Modifying existing programs to meet prevention needs
- Identifying existing resources to sponsor new programs
- Ensuring effective use of your time and money
- Ensuring you are creating a comprehensive strategy
- Impacting the priority risk factors (Needs Assessment)

How do we conduct a resource assessment?

- Complete a community assessment
- Translate the data into priorities
- Collect information on existing resources
- Analyze the resources
- Determine where the gaps in services are in your community
- Focus your efforts

Internal Capacity Assessment

Assess internal knowledge of:

- Evidence-based prevention practices
- Risk and Protective Factors
- Existing Partnerships
- Staff Expertise
- Strategic Planning Experience
- Training Needs

COALITION BUILDING



What is Coalition?

- A diverse group of individuals and organizations who work together to reach a common goal.
- That goal often includes one of the following:
 - Adapting, creating, or developing public policy
 - Influencing people's behavior
 - Building a healthy community

Why start a coalition?

- Address an urgent situation
- Control the future of the community
- Obtain or provide services
- Pool, braid, or blend resources
- Increase communication among groups
- Plan and launch community-wide initiatives
- Develop and use political clout
- Create long-term, permanent social change
- Effective and efficient delivery of services

Barriers to Starting a Coalition

- Turf issues
- Bad history
- Domination by "professionals" or some other elite
- Poor links to the community
- Minimal organizational capacity
- Funding
- Failure to provide and create leadership within the coalition
- The costs of working together outweigh the benefits for many coalition members

Who should be a part of a coalition?

- Various stakeholders (i.e. health and human service professionals, law enforcement, school district representatives, parents, youth, etc.)
 - Community opinion leaders
 - Policy makers
- Refer to Mobilize and Build Capacity Handout

Synergizing Stakeholders

All stakeholders should:

- ▶ Be aware of factors that influence ATOD use
- ▶ Aim to combat the multiple risk factors while fostering protective factors (individual, family, school, peer group, and community)
- ▶ Understand ATOD problems in the community
- ▶ Agree that prevention is a shared responsibility.
- ▶ Demonstrate collaborative qualities and attitudes.
- ▶ Be committed to reducing availability and UAD
- ▶ Be aware of evidence-based prevention strategies.

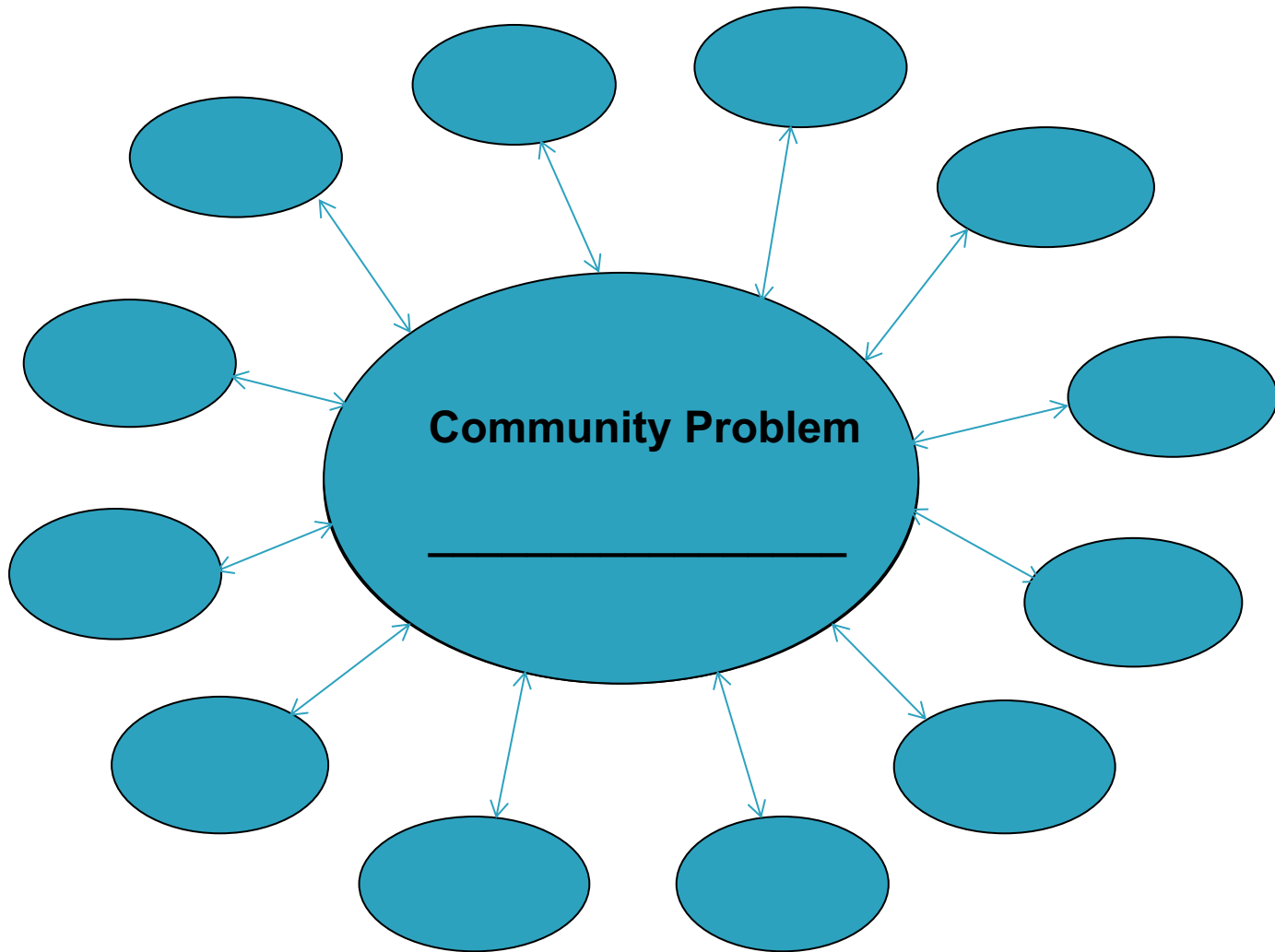
Coalition Building

In situations where issues are too large and complex for a single organization to address, a coalition of groups and individuals working together may be the solution.

Aligning Stakeholders

ACTIVITY

1. Identify problem area (i.e. underage drinking)
2. In outside circles, identify sectors / partners needed to address the identified problem (consider networking value, win-win selling points, mutual education goals and similar vision and mission statements, etc.).



Starting a Coalition

Areas that must be addressed:

- An agreed-upon definition of the issue or problem the coalition is addressing
- The creation of vision and mission statements
- The development of an action plan
- The design of a structure for the coalition
- The need for professional staff
- Resources

Levels of Progression

Level I: CAPACITY

- Develop administrative structure and linkages (by-laws, Memoranda's of Understanding, etc.)
- Adopt supportive policies and procedures
- Secure resources
- Acquire appropriate expertise

Levels of Progression

Level II: External Capacity

- Assure effectiveness of each strategy
- Assure implementation quality of each strategy
- Assess the reach of effective strategies to ensure the achievement of population-level change

Levels of Progression

Level III: Community Readiness

- Develop and nurture positive relationships among key stakeholders
- Turn stakeholders into system leaders and champions
- Encourage ownership of the prevention system among key stakeholders and the broader community

Coalition Sustainability Planning

- Essential to sustain momentum
- Requirement of many state and federal grants
- Beyond funding alone
- Must answer the question: “How can we sustain what we have created?”

➤ Refer to Coalition Sustainability Worksheet

Mid-South Coalition Effectiveness Evaluation Rubric

Assist coalitions / workgroups in determining coalition effectiveness in five domains:

1. Community Ownership
2. Organizational Effectiveness
3. Comprehensive Prevention Approach
4. Commitment to Results
5. Linkage Relationships Between Coalitions and Local Communities

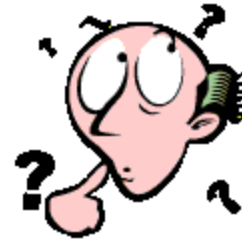
Four key roles of a coalition

- Catalyst for needed change
- Insure the delivery of essential prevention services
- Foster an ongoing community dialogue on substance abuse related issues
- Generate and focus limited resources on key substance abuse problem areas

External Resources

- Regional Coordinating Agencies
- State of Michigan Resources
- National Resources
- General Prevention Resources

Questions?



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***Thank you for participating in
this training module!***