


BUILDING ORGANIZATIONAL CAPACITY FOR EVIDENCE-BASED PROGRAMMING

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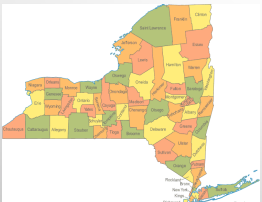


Blueprints Conference 2016
April 11-13, 2016
Denver, Colorado

OBJECTIVES


1. UNDERSTANDING THE COMPLEXITY OF IMPLEMENTATION
2. BUILDING FACILITATOR AND ORGANIZATIONAL CAPACITY: TOOLS AND PROCESSES
3. MOVING FORWARD: ADDRESSING COMMUNITY, ORGANIZATIONAL AND FACILITATOR READINESS

NEW YORK STATE INITIATIVE 2011 – 2016: ADOLESCENT PREGNANCY PREVENTION



- 58 newly funded organizations in metro, urban and rural areas
- Mandate to use evidence-based programs (EBPs)
- Building capacity for 16 different EBPs

ACT FOR YOUTH CENTER OF EXCELLENCE



An Intermediary funded by NYS Department of Health


- Technical assistance & training
- Information on current research and best practice
- Evaluation and research

<http://www.actforyouth.net>

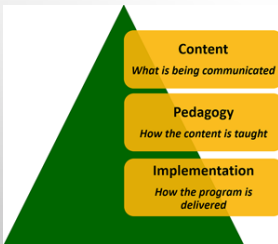
EVIDENCE-BASED PROGRAMS

NYS DEPARTMENT OF HEALTH ALIGNED ITSELF WITH
FEDERAL INITIATIVE → OFFICE OF ADOLESCENT HEALTH
(OAH) PROGRAM LIST

[HTTP://WWW.HHS.GOV/ASH/OAH/
OAHINITIATIVES/TEEN_PREGNANCY/DB/](http://www.hhs.gov/ash/oah/OAHINITIATIVES/TEEN_PREGNANCY/DB/)



THE EBP CHALLENGE



TO OBTAIN THE DESIRED
OUTCOMES, THE PROGRAM
NEEDS TO BE IMPLEMENTED
WITH FIDELITY
= TRUE TO ITS CORE
COMPONENTS

INITIAL CAPACITY BUILDING EFFORTS

- EBP SELECTION: PROMOTING 'GETTING TO OUTCOMES'
[HTTP://WWW.ACTFOR YOUTH.NET/HEALTH_SEXUALITY/SEXUAL_HEALTH/PROGRAMMING/](http://www.actfor youth.net/health_sexuality/sexual_health/programming/)
- TRAINING FOR EDUCATORS
TRAINING OF EDUCATORS/ IMPLEMENTATION TRAINING
- FIDELITY CHECKLISTS
[HTTP://WWW.ACTFOR YOUTH.NET/HEALTH_SEXUALITY/SEXUAL_HEALTH/COMMUNITY/CAPP/TOOLS.CFM](http://www.actfor youth.net/health_sexuality/sexual_health/community/capp/tools.cfm)
- GUIDANCE ON ADAPTATION
[HTTP://WWW.ACTFOR YOUTH.NET/HEALTH_SEXUALITY/SEXUAL_HEALTH/PROGRAMMING/EVIDENCE.CFM](http://www.actfor youth.net/health_sexuality/sexual_health/programming/evidence.cfm)

CONVERSATION: IMPLEMENTATION



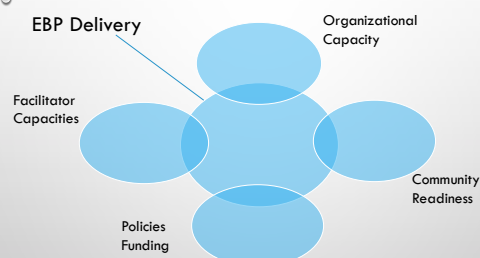
THE IMPLEMENTATION PROCESS WAS MORE COMPLEX THAN ANTICIPATED:

- WHAT ARE COMMON ISSUES AND CONCERNS?
- WHAT ARE THE MOST 'WICKED' CHALLENGES?

IMPLEMENTATION CHALLENGES



IMPLEMENTATION FACTORS



IMPLEMENTATION SCIENCE

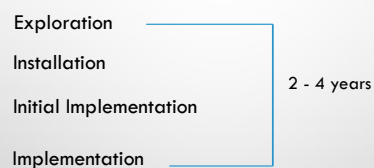
WHILE MANY EBPS HAVE YIELDED POSITIVE OUTCOMES IN RESEARCH SETTINGS, THE RECORD AT THE LOCAL LEVEL OF "PRACTICE" IS MIXED.

FIXSEN ET AL. 2005

RESOURCE: IMPLEMENTATION RESEARCH: A SYNTHESIS OF THE LITERATURE

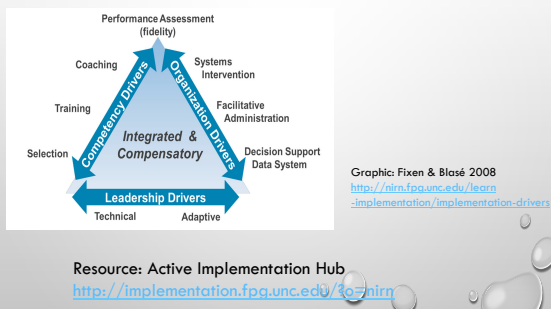
[HTTP://NIRN.FPG.UNC.EDU/RESOURCES/IMPLEMENTATION-RESEARCH-SYNTHESIS-LITERATURE](http://nirn.fpg.unc.edu/resources/implementation-research-synthesis-literature)

IMPLEMENTATION STAGES



National Implementation Research Network
<http://nirn.fpg.unc.edu/learn-implementation>

IMPLEMENTATION DRIVERS



BUILDING CAPACITY – TOOLS AND PROCESSES

- LEARNING COMMUNITY MEETINGS
 - ORGANIZATIONS, FUNDER AND INTERMEDIARY
- DEVELOP TOOLS
 - IMPLEMENTATION GUIDELINES, MASTER LIST, SUPERVISORY TOOLS
- DEVELOP FEEDBACK LOOPS
 - FIDELITY REPORTS, ENHANCED TECHNICAL ASSISTANCE
- ALIGN TOOLS, TRAINING AND COMMUNICATIONS

LEARNING COMMUNITY MEETINGS

- A TIME TO CONNECT AND LEARN FROM EACH OTHER
- ESTABLISH AND AFFIRM POLICIES AND PROCEDURES
- IDENTIFY ISSUES THAT NEED ATTENTION
 - ADJUST EBP DELIVERY TO SCHOOL SETTINGS
 - ENGAGE LGBTQ YOUTH OR YOUTH WITH INTELLECTUAL DISABILITIES

→ RESULTING IN PUBLICATIONS, GUIDELINES ...

[HTTP://WWW.ACTFOR YOUTH.NET/RESOURCES/PM/PM_LGBTQ_0613.PDF](http://www.actforyouth.net/resources/pm/pm_lgbtq_0613.pdf)

TOOL: IMPLEMENTATION GUIDELINES

EACH EBP HAS RECOMMENDED IMPLEMENTATION CRITERIA:

- ✓ EDUCATOR REQUIREMENTS
- ✓ TARGET AUDIENCE
- ✓ GROUP COMPOSITION
- ✓ SETTING
- ✓ DELIVERY TIME FRAME



[HTTP://WWW.ACTFOR YOUTH.NET/HEALTH_SEXUALITY/SEXUAL_HEALTH/COMMUNITY/CAPP/GUIDELINES.CFM](http://www.actforyouth.net/health_sexuality/sexual_health/community/capp/guidelines.cfm)

TOOL: ADAPTATION MASTER LIST

- MANY ADAPTATIONS CAN BE PREDICTED AND PLANNED FOR
- IT PROVIDES GUIDANCE TO ALL EDUCATORS IMPLEMENTING THE PROGRAM
- DOCUMENTATION IS CRITICAL FOR TRACKING FIDELITY
- IT SAVES TIME!

RESOURCE: CREATING AN ADAPTATION MASTER LIST

[HTTP://WWW.ACTFOR YOUTH.NET/PUBLICATIONS/RESULTS.CFM?T=N_MASTERLIST&D=1](http://www.actforyouth.net/publications/results.cfm?T=N_MASTERLIST&D=1)

SUPERVISORY TOOLS

Program Resources

CAPP & PREP Evaluation

Evaluation Partnership

Evaluation Tools

CAPP Pre-Post Surveys

Observations

Observation Protocols and Tools

To ensure quality delivery, it is important for CAPP and PREP project coordinators/supervisors to observe educators facilitating evidence-based program (EBP) sessions in real settings. It is just as important to provide educators with concrete, constructive feedback within the context of professional development goals.

Important tip: Review the CAPP and PREP Observation Protocol carefully when planning your observations.

CAPP and PREP Observation Protocol (100%)

COE Observation

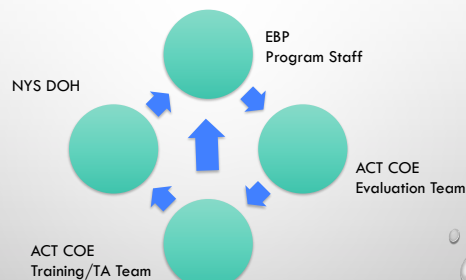
http://www.actforyouth.net/sexual_health/community/capp/eval/observations.cfm

SUPERVISORY TOOLS

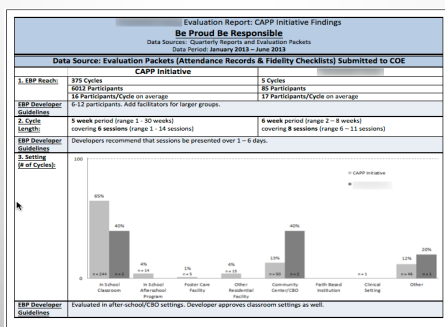
Resources for WTS Youth ACT Youth Networks: Take Control! ACT Youth Networks: Research Relationships Sexual Health Training Resources Answer (Rutgers University) C&I Planned Parenthood of NYC Your local Planned Parenthood affiliate may also be able to provide in-service training.	Evaluation Tools This web page links to the current version of each evaluation form, with instructions and an overview of the process. Educator Competencies and Orientation Orienting New Educators (PDF) EBP Educator Competencies (Excel) Educator Self-Assessment (Excel) EBP Educator Orientation Checklist (Word) For Educators Organizational Support for EBPs Organizational Support Checklist (Word) Reflecting on Core Strategy 1 (Word) Implementation and Adaptation Creating an Adaptation Master List This narrated presentation details how to create an adaptation master list – and why it is so beneficial. Note that master lists are created and approved for a particular provider and setting, and can then be used as the basis for the fidelity checklist. Since your adaptation should reflect your target population and community, you'll need to create your own list. For examples, see the Shared Resources page. Contact Karen or Amy for log-in information. Implementation Guidelines On this page you'll find guidelines for EBPs used by CAPP and PREO providers. Each document includes a chart that makes clear the developer's recommendations as well as potential adaptations. Implementation Training
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http://www.oaforyouth.net/sexual_health/community/capp/strategies/

DATA FEEDBACK LOOPS



FEEDBACK LOOPS: DATA REPORTS

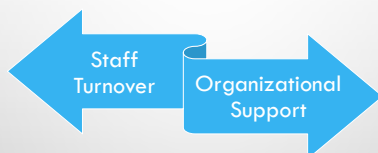


CONVERSATION: ORGANIZATIONAL CHALLENGES



WHICH ORGANIZATIONAL CHALLENGES DO YOU ENCOUNTER?


ORGANIZATIONAL ISSUES



STAFF TURNOVER

CURRENT STRATEGIES

- ONLINE IMPLEMENTATION COURSE
- WEB-BASED, INDIVIDUALIZED ORIENTATIONS FOR NEW COORDINATORS
- RE-VISITING FACILITATOR/EDUCATOR JOB REQUIREMENTS
- MANUALS (PAPER): BUILDING INSTITUTIONAL MEMORY



Implementing Evidence-Based Programs

An Online Training for Educators

DESIGNED FOR NEW STAFF INVOLVED WITH IMPLEMENTING EBPS


- GENERIC TO EBPS
- LENGTH: 5 HOURS, SELF-PACED
- INTERACTIVE, MULTI-MEDIA

[HTTP://WWW.COETRaining.NET](http://www.coetraining.net)

CONVERSATION: ONLINE COURSE FOR SUPERVISOR

YOUR ARE DESIGNING AN
ONLINE TRAINING FOR
SUPERVISORS/PROJECT LEADERS:

WHAT TOPICS AND ISSUES
WOULD YOU INCLUDE?

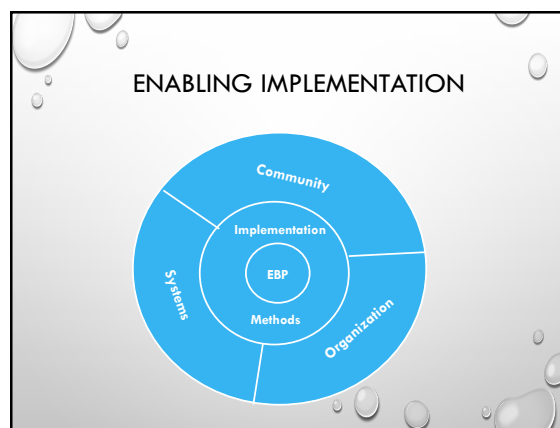


ORGANIZATIONAL SUPPORT IS CRITICAL

POOR ORGANIZATIONAL READINESS/SUPPORT RESULTED IN

- POOR PLANNING AND PREPARATION
- INADEQUATE PROFESSIONAL DEVELOPMENT
- FREQUENT STAFF TURNOVER
- LIMITED COMMUNITY/SCHOOL SUPPORT OF EBPS

► POOR IMPLEMENTATION OUTCOMES



ENABLING ORGANIZATION

- UNDERSTANDS IMPLEMENTATION
- INVESTS IN COMMUNITY READINESS ASSESSMENT AND SUPPORT
- INFLUENCES SYSTEM CHANGES (E.G. SCHOOLS)
- BUILDS ORGANIZATIONAL READINESS AND SUPPORT

ORGANIZATIONAL READINESS

Readiness_i =
Motivation_i x General Capacity x
Innovation-Specific Capacity_i

$$R = MC^2$$

Scaccia et al. 2015

BUILDING READINESS

- EDUCATE ADMINISTRATORS/MANAGERS
 - IMPLEMENTATION GUIDE
- ASSESS MOTIVATION TO USE AN EBP OR INNOVATION
 - PROVIDE ORGANIZATIONS WITH A SHORT SELF-ASSESSMENT
 - PROMOTE MODEL OF "LEARNING ORGANIZATION"
- CREATE EBP-SPECIFIC INFRASTRUCTURE

EBP SUPPORTIVE INFRASTRUCTURE

- ADMINISTRATIVE BUY-IN AND SUPPORT
 - ADOPT A LEARNING ORGANIZATION MODEL
 - SUPPORTIVE ORGANIZATIONAL CLIMATE
- STAFFING & STAFF QUALIFICATIONS
- MANAGEMENT SUPPORT FOR
 - IMPLEMENTATION PLANNING
 - ADEQUATE FUNDING
 - CAPACITY BUILDING OF STAFF
 - DATA DRIVEN DECISION MAKING/ PERFORMANCE MANAGEMENT SYSTEM
 - COMMUNITY AND SYSTEM ENGAGEMENT

ENABLING COMMUNITY

- EDUCATE HOST SETTINGS ABOUT EBPS AND IMPLEMENTATION CONDITIONS → SCHOOLS
[HTTP://WWW.ACTFORYOUTH.NET/HEALTH_SEXUALITY/SEXUAL_HEALTH/COMMUNITY/CAPP/SCHOOLS/](http://www.actforyouth.net/health_sexuality/sexual_health/community/capp/schools/)
- CREATE BUY-IN FROM COMMUNITY STAKEHOLDERS TO SUPPORT EBPS → PARENTS, FAITH COMMUNITIES, LOCAL GOVERNMENT
[HTTP://WWW.ACTFORYOUTH.NET/HEALTH_SEXUALITY/SEXUAL_HEALTH/COMMUNITY/PARTNERS.CFM](http://www.actforyouth.net/health_sexuality/sexual_health/community/partners.cfm)

Supporting Adolescent Sexual Health

Community Approaches

Engaging Community Partners

Evidence-Based Programming

Adapting Evidence-Based Programs

Preparing Youth for Adulthood

Service Learning

CAPP and PREP

STPA

Recommended Link

Community Readiness for Community Change

The Community Readiness Model is a tool for assessing how ready a community is to address an issue. By understanding readiness, leaders can

Community Approaches to Adolescent Sexual Health

COMMUNITY APPROACHES

Communities across New York State and the U.S. are seeking to reduce rates of teen pregnancy, STDs, and HIV. The resources in this section can help.

Community Strategies and Planning

Community Assessments

Community assessments are the first step in a larger planning process for communities seeking to improve adolescent sexual health outcomes. A thorough assessment of needs and resources will help you develop the adolescent pregnancy, STD, and HIV prevention strategy that best fits your community. It can also be a powerful tool in calling your community to action.

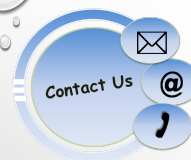
Engaging Community Partners

Any initiative to decrease adolescent pregnancy, STD, and HIV rates needs community partners to succeed. Here we offer ideas for engaging new partners - community stakeholders who may not traditionally be invited to play a role in prevention efforts, but whose support can make all the difference.

http://www.actforyouth.net/sexual_health/community/

MOVING FORWARD

BUILDING
READINESS AND
CAPACITY



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