

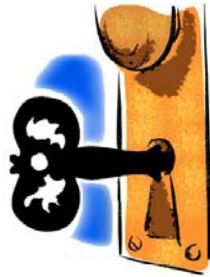


# The FIRST Key to Sustainability:



*Organizational  
Capacity*

KEYS TO SUSTAINABILITY



# Learner Outcomes

At the end of this module, participants will be able to:

- Describe what it means to develop administrative structures and formal linkages
- Describe administrative structures and linkages within the context of implementing preventive interventions
- List and describe the policies and procedures that supportive agencies and organizations need
- List and define the types of resources needed to sustain capacity
- Describe the skills needed to sustain the use of evidence-based prevention strategies (programs, policies, and practices)

## KEYS TO SUSTAINABILITY



# 1 Organizational Capacity

Assure Organizational Capacity to Support the Prevention Effort and Its Targeted Outcomes

Agencies that support the prevention effort to reduce substance abuse problems through a comprehensive approach must have adequate capacity, including:

- Structures and formal linkages
- Policies and procedures
- Resources
- Expertise

KEYS TO SUSTAINABILITY



## *ACTION 1*

# **Develop Administrative Structures and Formal Linkages**

The organizational functions needed within community agencies to support the prevention effort must:

- be considered critical to carrying out the mission of the organization and the mission of the coalition
- be included in the agency's organizational chart
- have adequate time devoted to the function

# KEYS TO SUSTAINABILITY



## *ACTION 1*

# **Develop Administrative Structures and Formal Linkages** *(Cont.)*

Agencies, organizations, and institutions delivering prevention strategies must have internal structures with adequate capacity to ensure:

- Administrative functions
- Effective staff management
- Sound fiscal management
- Implementation oversight
- Data collection and reporting

# KEYS TO SUSTAINABILITY



## *ACTION 1*

# **Develop Administrative Structures and Formal Linkages** *(Cont.)*

Informal linkages and networks based on personal relationships should be formalized to facilitate and ensure regular and ongoing:

- **Internal:** Cooperation among diverse organizational units needed to support and sustain outcomes
- **External:** Collaboration among diverse community agencies needed to support and sustain community prevention efforts

# KEYS TO SUSTAINABILITY



# Assess Administrative Structures

Consider your organization's internal structures.

- Which current structures support your strategy's positive outcomes?
- Of these structures, which could be strengthened to ensure sustained positive outcomes?
- Which structures are still needed to ensure sustained positive outcomes?



KEYS TO SUSTAINABILITY

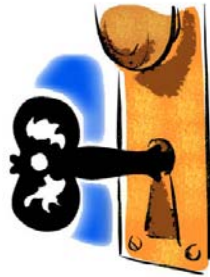


# Assess Linkages

Consider your organization's internal and external linkages.

- Which current internal and external linkages support your strategy's positive outcomes?
- Of these internal and external linkages, which could be formalized to ensure sustained positive outcomes?
- Which internal and external formal linkages are still needed to ensure sustained positive outcomes?

KEYS TO SUSTAINABILITY



## *ACTION 2*

# **Adopt Supportive Policies and Procedures**

**Organizational policies and procedures should be well-documented and should include:**

- A decision-making process about resource allocation and strategy selection based on needs assessment and evaluation data
- Linkage agreements such as MOAs or MOUs with other agencies to formalize roles and responsibilities
- An orientation manual
- Support for ongoing education and skill enhancement opportunities for staff
- Support for flexible work hours for staff to fully participate in prevention efforts



# **KEYS TO SUSTAINABILITY**



# Assess Administrative Policies and Procedures

Consider your organization's administrative policies and procedures.

- Which current administrative policies support your strategy's positive outcomes?
- Of these policies, which could be strengthened to ensure sustained positive outcomes?
- Do these policies have adequate procedures to ensure they are carried out?
- Which policies and procedures are still needed to ensure sustained positive outcomes?



KEYS TO SUSTAINABILITY



### *ACTION 3*

## **Secure Resources**

Four primary types of resources are needed to sustain the capacity of the agencies that support the coalition and effective strategies:

- Funding
- Staffing
- Computer/Technology
- Workspace

# KEYS TO SUSTAINABILITY



# Funding

Continuous and diverse funding streams are needed to support all functions of the prevention effort, including:

- Increasing community awareness of substance use problems and the coalition's efforts to reduce them
- Support and collaboration among key stakeholders to carry out effective strategies
- Monitoring and evaluation of the strategies and targeted impacts

*Multiple sources of funding promote stability*

KEYS TO SUSTAINABILITY



# Staffing

Staffing must be adequate to carry out the functions necessary to achieve and sustain targeted outcomes:

- Management functions
- Implementation functions
- Analytical functions
- Administrative functions
- Communications functions
- Information Systems/Technology functions



KEYS TO SUSTAINABILITY



# Computer/Technology Resources

Accessible computer and other technologies are critical for:

- Needs assessment and evaluation data collection
- Data storage
- Data analysis
- Data reporting
- Data presentation
- Communication among partners and stakeholders



KEYS TO SUSTAINABILITY



# Workspace

Designated physical space must be sufficient to house:

- Staff
- Activities
- Resources

that are necessary to accomplish the coalition's targeted community outcomes



KEYS TO SUSTAINABILITY



# Assess Resources

Consider the resources available to your organization.

- Which current resources are necessary to sustain your strategy's positive outcomes?
- Of these resources, which of these is insufficient or is vulnerable?
- What resources are still needed to sustain your strategy's positive outcomes?



KEYS TO SUSTAINABILITY



## *ACTION 4*

# **Acquire Appropriate Expertise**

A range of skills and supportive expertise will be needed to reach and sustain targeted outcomes. Seek expertise from:

- Other member agencies and organizations
- In-kind contribution from colleges/universities, community agencies, and individuals that are not coalition members
- Short-term external grants or contracts with consultant entities to provide specific technical support

# KEYS TO SUSTAINABILITY



# Skills and Expertise Needed

- Knowledge of needs assessment, logic model construction, selection, and implementation of research-based prevention interventions, and staging intervention components
- Knowledge of data collection methods and interpretation
- Knowledge of effective prevention strategies to meet the needs of the target population
- Skills to implement strategies with fidelity and to make needed adaptations

KEYS TO SUSTAINABILITY



# Skills and Expertise Needed

*(Cont.)*

- Knowledge of process evaluation and outcome evaluation methods
- Communication and data presentation skills are needed to communicate effectiveness to other key stakeholders
- Leadership skills to cultivate commitment to outcomes among key stakeholders and the broader community
- Fundraising expertise to develop a flexible funding acquisition plan

KEYS TO SUSTAINABILITY



# Assess Skills and Expertise

Consider the skills and expertise available to your organization.

- Which current skills and expertise does your organization rely on to sustain your strategy's positive outcomes?
- Of these skills and expertise, which could be strengthened to ensure sustained positive outcomes?
- Which skills and expertise are still needed to ensure sustained positive outcomes?

KEYS TO SUSTAINABILITY