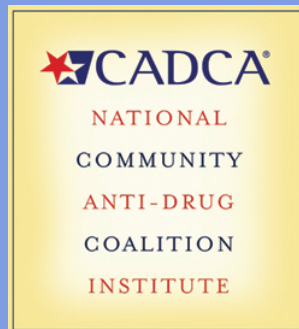




# We Have A Plan, Now What? Enhancing PRI Coalition Impact



**Tumwater, WA  
May 16, 2012**





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## Implementation Outcomes

Local Condition:

Strategy:

Target Audience:

Audience Outcomes:

Process Outcomes

## **Implementation Evaluation Worksheet**

**Local Condition:**

**Strategy:**

**Target Audience Outcomes:**

**1. What will be measured?**

**2. Measured method(s)?**

**3. When will information be collected?**

**4. Who will conduct?**

**5. What results will be provided?**

**6. How will results be used?**

## Implementation Evaluation Worksheet

Program:

Target Audience:

Process Outcomes:

1. What will be measured?

2. Measured method(s)?

3. When will information be collected?

4. Who will conduct?

5. What results will be provided?

6. How will results be used?

**Step 1: Research the Issue**

Step 1: Research the Issue					
Local Condition:					
Strategy :					
What are the facts regarding the current situation?	How do we know?	How can we find out?	Who will ask?	By when?	
What previous efforts have been made to make changes in the community?	How do we know?	How can we find out?	Who will ask?	By when?	
Why have previous efforts succeeded or failed?	How do we know?	How can we find out?	Who will ask?	By when?	
What are the diverse community opinions on this issue?	How do we know?	How can we find out?	Who will ask?	By when?	
What other research needs to be done?	How do we know?	How can we find out?	Who will ask?	By when?	



<b>Step 2: Build Capacity</b>	
<b>Local Condition:</b>	
<b>Strategy:</b>	
<b>Who within the coalition will take a leadership role in implementing this strategy? (Chairperson, Quarterback, Champion)</b>	
<b>Within the current coalition staff, members and partners, who will work to implement this strategy?</b>	
<b>Who else needs to be recruited to work with the coalition on this issue?</b>	
<b>What financial and other resources do we have available for this strategy?</b>	
<b>What additional resources are needed?</b>	
<b>How will these individuals and/or organizations be organized to get the work done? (committee, task force, full coalition meeting)</b>	
<b>What training will staff and volunteers need to be effective in implementing this strategy?</b>	

<b>Step 3: Recruit Allies</b>			
<b>Local Condition:</b>			
<b>Strategy :</b>			
<b>Potential Allies</b>	<b>Do we have an existing relationship with them?</b>	<b>What is the nature of the existing relationship?</b>	<b>How can we enhance our relationship to increase our chances of successes?</b>
<b>What other individuals and groups in the community view this as a problem?</b>			
<b>Who (individual or organization) is directly affected by this issue?</b>			
<b>Who (individual or organization) is indirectly affected by this issue?</b>			
<b>What other groups in the community are already working on this issue?</b>			

<b>Organizing for Effective Advocacy</b>		
<b>Type of power</b>	<b>Rational</b>	<b>Example</b>
Members: How many members does the group have?	The more members a group has, the less likely it is to be ignored.	A group with 500 members shows up at a city/county meeting.
Money: Will they donate money to your issue?	Donated money and other resources are a welcome addition to help achieve your goals.	The local teacher's union donated money to your coalition.
Credibility: Do they bring special credibility?	A group with strong positive recognition in the community will help bring credibility to your coalition.	A respected clergyman from a local church speaks on behalf of your coalition's work.
Appeal: Do they have special appeal?	Being connected to groups with universal appeal can help your image.	A poster child is used to promote an emotional response.
Network: Are they part of a large, organized network?	A group connected to other groups in its network will have financial resources, credibility and some political power.	The local chapter of the United Way offers staff support to your group.
Reputation: Do they have a reputation for toughness?	Groups with a tough reputation may discourage opponents.	The local law enforcement officer's union says they will support policy changes for improved enforcement.
Skills: Do they have special skills?	An ally may bring technical, business or legal skills to your group.	A local law firm donates free (pro bono) legal support.
Newsworthy: Are they particularly newsworthy?	Some groups have connections or a reputation to media that might bring positive media attention to your issue.	An activist group for children's rights that recently won a major victory offers to provide technical support.

Source: Community Tool Box

<b>Step 4: Know the Opposition</b>					
<b>Local Condition:</b>					
<b>Strategy :</b>					
Potential Opposition (Individuals, groups, organizations)	Why do they oppose your efforts? What will your victory cost them?	What will they do or spend to oppose you?	How are they organized?	How will the coalition respond to their opposition?	



## Step 6: Monitoring Implementation of the Plan

To document the successes and challenges experienced during the implementation of a strategy, coalitions keep track of the general progress, unforeseen problems, and lessons learned during implementation. Documenting and reviewing the progress, problems, and lessons learned on a regular basis help to keep track of the ways a strategy is, or can be, adjusted to meet the outcome objective. The coalition can create a reporting process for staff and other individuals or organizations responsible for implementing various parts of the plan. This will result in a good description of the implementation as it unfolds.

### Close monitoring during implementation allows coalitions to:

- Make timely adjustments in activities and strategies to better address identified problems;
- Assess whether enough resources have been leveraged and where you might find more;
- Engage stakeholders/sectors (community members, providers, staff, etc.) so they feel a sense of responsibility and accomplishment in helping to ensure that the goals and objectives of the coalition are met, and, ultimately, in the reduction of the community's alcohol and other drug and related problems.

You can have your evaluator help set up a reporting system. Otherwise, identify someone in your coalition who has the skills to oversee this aspect of your work.

### Below is a list of items the coalition will want to track (not intended to be all inclusive):

- Document strategy components that worked well;
- Document strategy components that did not work well and modifications made;
- Track how well implementation follows the action plan;
- Track whether or not the individual(s) originally charged with responsibility for implementing an activity were the ones who actually completed it;
- Record progress, problems and lessons learned regarding timelines;
- Track whether or not needed resources were provided to the individual assigned to the task;
- Track the degree to which anticipated partners fulfilled anticipated roles, and if not, who ended up taking responsibility;
- Record progress, problems and lessons learned regarding collaboration partners;
- Record progress, problems and lessons learned regarding the target population reached;
- Monitor the types of community change that occurred during implementation; and/or
- Track whether or not implementation took place at the dosage originally planned.



<b>Step 6: Monitoring Implementation of the Plan</b>					
<b>Local Condition:</b>					
<b>Strategy :</b>					
<b>Action to be taken</b>	<b>Successfully Implemented</b>	<b>Not Successfully Implemented</b>	<b>Rationale</b>	<b>Modifications Made</b>	





# POWERPOINT HANDOUTS

# We Have A Plan. Now What?: Enhancing PRI Coalition Impact



## We Have Our Plan. Now What?: Enhancing PRI Coalition Impact

**WA State DBHR  
Prevention Redesign Initiative Training  
May 16, 2012  
Rhonda Ramsey Molina, CADCA Trainer**

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***“Plans are only good intentions unless they immediately degenerate into hard work.”***

Peter Drucker

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## What does good implementation look like?



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# We Have A Plan. Now What?: Enhancing PRI Coalition Impact

## Implementation

Implementation is the **act** of accomplishing some aim or executing some order.

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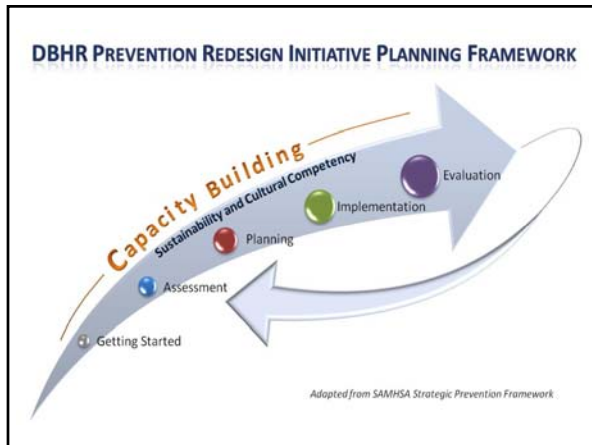
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## Implementation

- Planning stage: selected strategies to address the problem(s) your coalition seeks to change.
- This training focuses on **implementation** which is all about putting your plan into practice.
- Role of coalition members → moves from planning to action
- Coalition members need to step up and honor the commitments they made during the planning process to carry out the coalition's work.

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# We Have A Plan. Now What?: Enhancing PRI Coalition Impact

**CADCA** Building drug free communities.



## Achieving Implementation Outcomes

- Successful implementation requires moving beyond a solid action plan into mobilizing the resources of the coalition to get the work done
- It requires analyzing, organizing and growing both internal and external resources and relationships of the coalition
- It is the culmination of all coalition activity that ensures actions are implemented effectively

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**CADCA** Building drug free communities.



## We Start With Developing Good Community and Implementation Outcomes



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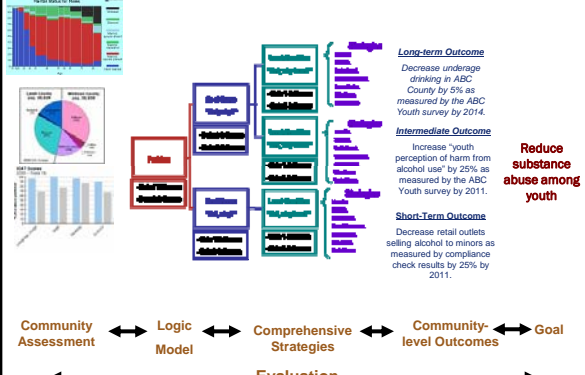
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## Strategic Planning



**Community Assessment** ↔ **Logic Model** ↔ **Comprehensive Strategies** ↔ **Community-level Outcomes** ↔ **Goal**

← **Evaluation** →

**Long-term Outcome**  
Decrease underage drinking in ABC County by 5% as measured by the ABC Youth survey by 2014.

**Intermediate Outcome**  
Increase "youth perception of harm from alcohol use" by 25% as measured by the ABC Youth survey by 2011.

**Short-Term Outcome**  
Decrease retail outlets selling alcohol to minors as measured by compliance check results by 25% by 2011.

**Reduce substance abuse among youth**

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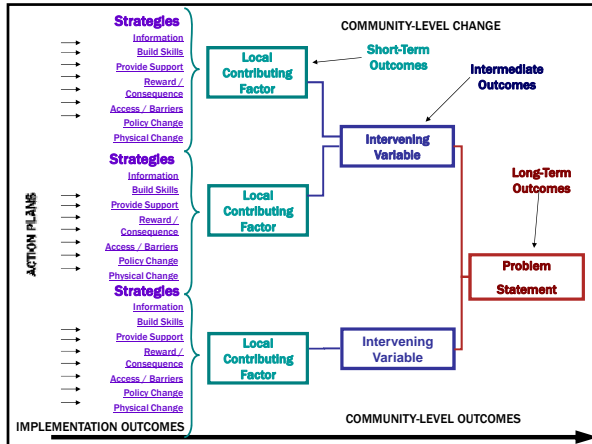
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# We Have A Plan. Now What?: Enhancing PRI Coalition Impact




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## What is Implementation Fidelity?

High-fidelity implementation means that:

- the target audience (or population) is reached
- all components of the strategies are delivered according to the plan
- Programs, practices and policies (strategies) are delivered at the **intended dosage** (combinations, duration, frequency)

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## Dosage

Dosage is defining the right combination of strategies and activities, with enough frequency and duration to bring about the desired environmental change

- One thing to do it once
- Another to do it enough to create change
- Doing it enough to create force to change the local condition

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# We Have A Plan. Now What?: Enhancing PRI Coalition Impact

ACTION PLANS

**Strategies**

- Information
- Build Skills
- Provide Support
- Reward / Consequence
- Access / Barriers
- Policy Change
- Physical Change

**IMPLEMENTATION - Achieving Change**

How will the coalition know whether it is implementing strategies effectively?

1. **Audience Outcomes:** What changes do we want to see in the target audiences we are trying to affect?
2. **Process Outcomes:** Was the coalition effective in implementing the specific components of the comprehensive strategy?

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## Implications for Coalitions

Each strategy must be implemented within the context of mobilizing the community, not in a vacuum or silo.

- How do we engage the target audience in each phase of the implementation?
- What key relationships do we need to facilitate to implement?
- What systems will need to be involved?
- What are the implications of this activity on other activities of the coalition and community partners?

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## Implementation Outcomes

- Audience outcomes** measure the changes the programs, practices and policies will produce in the target audiences.
- Process outcomes** measure the process by which programmatic or policy components produce desired changes.



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# We Have A Plan. Now What?: Enhancing PRI Coalition Impact

## Audience Outcomes

### Require Coalitions to Ask:

- What are the essential strategies (programs, practices, and policies) that will move the local condition?
- Who is the target audience(s)?
- What changes do we want to see with the target audience(s)?
- How will they measure those changes?

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## Audience outcomes are changes in:

- Knowledge
- Attitudes
- Skills
- Behavior



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## Example

**Problem:** Underage Drinking  
**Root Cause:** Accessibility  
**Local Condition:** Near Peers (over 21 year olds) are buying  
**Strategy Description:** Law enforcement led **Shoulder Tap Operation** that includes having underage decoys approach individuals who might buy alcohol for minors. This entails:

1. Changing police department policy and reallocating resources to conduct the operation,
2. Educating retailers on the need to closely monitor buyer behavior,
3. Informing "near peers" about the consequences of Buying alcohol for minors.

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# We Have A Plan. Now What?: Enhancing PRI Coalition Impact

## Audience Outcomes Examples

**Retailers:**

- Increased knowledge of the issue and consequences
- Increased contact with law enforcement regarding this behavior

**“Near peers”:**

- Increased knowledge of consequences of buying alcohol for minors
- Decreased behavior (agreeing to buy alcohol for minors)

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## Activity: Audience outcomes

1. Choose a local condition/strategy from your logic model.
2. Define the targeted audience(s).
3. Identify expected change(s) for each target audience.
4. Draft desired outcomes.
5. Present outcomes to the larger group.



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## Process outcomes should

measure the successful implementation of the components of the strategy.



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# We Have A Plan. Now What?: Enhancing PRI Coalition Impact

## Process Outcomes Require Coalitions to Ask:

- Did we do what we said we were going to do?
- Who will deliver the strategy?
- When the strategy will be delivered, including how often and how long?
- Where the strategy will be delivered?
- How the strategy will be delivered?
- Number of people to be affected by the strategy?
- Who is the target audience and how will they be reached?

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## Process Outcome Examples

- Change to law enforcement policy & resource allocation
- Conducting Shoulder Tap Operation
- Targeted public awareness campaign

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## Activity: Process outcomes

1. Use the same strategy as in the previous activity.
2. Identify the components.
3. Draft the desired outcomes.
4. Present the outcomes to the larger group.



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# We Have A Plan. Now What?: Enhancing PRI Coalition Impact

## 6 Steps: Achieving Implementation Outcomes

1. Research the issue / strategy
2. Build capacity
3. Recruit allies
4. Know the opposition
5. Work the action plan
6. Monitor implementation of the plan

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## Step 1: Research The Issue/ Strategy

Regardless of the scope of your work,  
you will need information to create change

What you need to know:

- What is the current situation?
- What previous efforts have been made to make changes?
- Why or why not have they succeeded?
- What are the diverse community opinions of change on this issue?

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## Step 2: Build Capacity

- Capacity building is an ongoing process, not something done separate and apart.
- For a coalition, the implementation phase is community mobilization.
- Not just doing a program to a community, it is building community around a strategy.
- Engaging the community in the implementation ensures cultural competency.

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# We Have A Plan. Now What?: Enhancing PRI Coalition Impact

## Step 3: Recruit Allies

Identify the people or groups who have the same interest .

- Whose problem is it?
- Who is directly affected and who is indirectly affected?
- Into what groups are they organized?
- What individuals or organizations are already working on the issue?

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## Step 4: Know the Opposition

Identify the groups or organizations likely to oppose your work.

- What will your victory cost them?
- What will they do or spend to oppose you?
- How strong are they?
- How are they organized?
- How will the coalition manage the opposition?

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## Step 5: Work the Action Plan

- Avoid insanity by transitioning coalition meetings from planning to action.
- Work on action plans at the coalition meetings.
- Organize members to achieve maximum effect. Create work groups, task forces, committees.
- Delegate the work.

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# We Have A Plan. Now What?: Enhancing PRI Coalition Impact

## Coalition Meetings Should Not Be

1. Committee reporting sessions
2. Staff reporting sessions
3. All about members advising staff on action the staff should take
4. Staff-led sessions where the staff does the majority of the speaking
5. Time spent with limited dialogue between members and no member accountability

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## Hosting effective meetings requires coalitions to make strategic transitions in how they manage time together

From	To
Agenda items are committee or agency updates	Agenda items are related to the priorities and outcomes of the coalition
Agenda items are introduced by the chair and discussed by the paid staff	Agenda items list the person who will be leading the discussion, the time allotted and the action to be taken
Agenda items are stagnant or cut and pasted from month to month	Coalition progress is evident by new and emerging items on the agenda
Members advise staff on action to be taken before the next meeting	Action planning and delegation happens in the meeting
The same five or six people at the meeting every month	Members and partners are recruited to the meeting based on the agenda items
New members attend only one or two meetings and then never come back	Adults as partners

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## Meeting agenda

- Items are related to the priorities and outcomes of the coalition
- Focused on the action to be taken to achieve those priorities or outcomes

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# We Have A Plan. Now What?: Enhancing PRI Coalition Impact

## Example: Action-driven Agenda

<ol style="list-style-type: none"> <li>1. Welcome and introductions</li> <li>2. Committee reports</li> <li>3. New business</li> <li>4. Old business</li> <li>5. Directors Report</li> <li>6. Next meeting</li> <li>7. Adjourn</li> </ol>	<ol style="list-style-type: none"> <li>1. Welcome and introductions</li> <li>2. Reduce the number of retailers selling to minors               <ul style="list-style-type: none"> <li>- Update, successes and challenges</li> <li>- Action to be taken, by who, by when</li> </ul> </li> <li>3. Reduce the # of parents who host teen alcohol parties               <ul style="list-style-type: none"> <li>- Update, successes and challenges</li> <li>- Action to be taken, by who, by when</li> </ul> </li> <li>4. Reduce the presence of marijuana paraphernalia in carryouts               <ul style="list-style-type: none"> <li>- Update, successes and challenges</li> <li>- Action to be taken, by who, by when</li> </ul> </li> <li>5. Increase detection of marijuana and Rx impairment at school/school sponsored events               <ul style="list-style-type: none"> <li>- Update, successes and challenges</li> <li>- Action to be taken, by who, by when</li> </ul> </li> </ol>
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From ↔ To 34

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Natural High Campaign		
Action	By Who	By When

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## Meeting roles

- Facilitator
- Time Keeper
- Recorder
- Greeter

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# We Have A Plan. Now What?: Enhancing PRI Coalition Impact

### Committees, Task Forces, Workgroups, Action Teams, Etc

- Form follows function
- Clearly define responsibilities, resources and timelines
- Change is sometimes necessary
- Workgroups may initially meet within the monthly meeting
- Recruit to workgroups with time limits

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### Step 6: Monitor Implementation of the Plan

- Document the implementation process and describe any changes you make to your original plan along the way.
- If you do not see the anticipated short-term results of your strategy, you may need to make mid-course corrections to accomplish your coalition's longer term outcomes.

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**Taking it home...**

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# We Have A Plan. Now What?: Enhancing PRI Coalition Impact

**Questions or Comments?**



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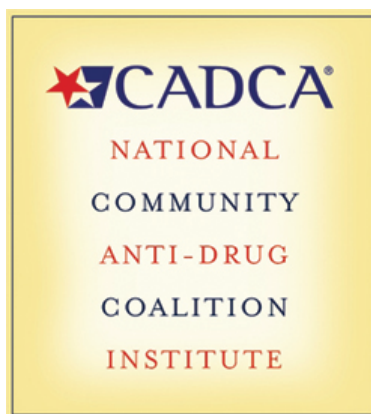
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