Increasing Prevention Capacity

June 4, 2014

Organizational Capacity and Sustainability

- In 2009 the National Sexual Violence Resource Center embarked on a 3-year process of assessing the primary prevention training and technical assistance needs of coalitions, RPE coordinators and local rape crisis programs.

  - **Organizational Capacity for Prevention**

  - **Partnerships**

  - **Primary Prevention**

  - **Diffusion of Innovations**

  - **Evaluation and Research**

Organizational Capacity for Prevention:

- What are the core components of capacity?
- What is the capacity at this time?
- What do programs need to build their capacity?
- What can national technical assistance providers do to support growth and sustainability?
- How does capacity change over the next three years?

NSVRC Prevention Assessment: Year 2 Report Innovations in Prevention

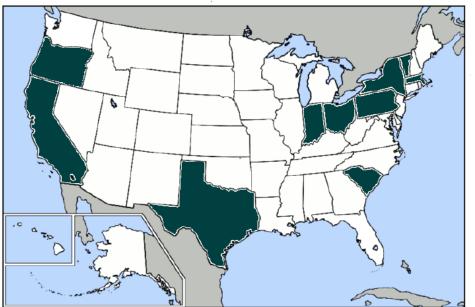http://www.nsvrc.org/sites/default/files/
Publications_NSVRC_Reports_Prevention-
Assessment_Year2-Innovations-In-
Prevention.pdf

Methodology

- Programs were selected using a uniform nomination form and rating criteria with a focus on "innovation".
- The sample of programs interviewed included 12 programs located in **10 different states**

Figure 1. Geographic Distribution of Programs

Table 1. Evaluation Design

	Year 1	Year 2	Year 3
National Survey	X		X
Focus Groups	X	X*	
Interviews		X	
Diffusion Survey		X	
Satisfaction Surveys		X	X

How Is Prevention Institutionalized?

- 100% have institutionalized prevention in their **missions and/or vision statements**

- Although not every agency's strategic plan was reviewed, it was striking how staff described the importance of **strategic plans** in guiding prevention work.

- It was especially striking how agency mission and **not funding** was described as the driving force behind prevention work.

How Is Prevention Integrated in the Agencies?

- There was a strong sense of prevention being **of equal importance to direct services** and many of these agencies described prevention and direct services as integrally connected.

- Mechanisms by which integration is achieved:

  - All staff being given opportunities to influence and define what prevention looks like

  - Requiring all departments to speak to how they fulfill the agency's mission and/or strategic plan, including how their work contributes to prevention

  - Agency-wide trainings on prevention

  - Routinely asking staff for personal examples of how they engage as bystanders in their professional and personal lives

  - Conscientious inclusion of prevention activities and issues in agency newsletters, websites and other publications

  - Inviting all staff to experience the prevention programs as participants in order to foster understanding across departments of the prevention programs

  - Cross-departmental staffing of prevention programs

How Is Prevention Integrated in Agencies?

The concept of integration extended beyond prevention and direct services. There was also an expansion **beyond thinking about only sexual and domestic violence**:

> *"[We have] moved beyond being identified only as a DV/SA agency...moved us out of the corner and made it more possible for other partners to join in. Healthy relationships aren't only [our] issue, although we're the experts."*

Integration across social issues that were named included:

- Healthy relationships
- Gang violence
- Bullying (specifically connecting to sexualized bullying and homophobia)
- Promoting tolerance
- Teen pregnancy

Becoming a Prevention-Oriented Agency

Pittsburgh Action Against Rape (PAAR) has a long history of being a trauma-informed agency. Over years they have ensured that all of their work takes into account the impact of trauma, interpersonal dynamics, and paths to recovery including an emphasis on empowerment of survivors.

They are now embarking on a similar three-year strategic process to become a prevention-oriented agency where prevention will be a part of all staff roles and will infuse all agency endeavors.

This process began with a two-day staff training (one day with the administrative team and one day with all staff) on prevention and reflection on how each staff role can support prevention. Since then there have been three follow-up staff meetings, promotion of bystander interventions among staff, and practicing "elevator speeches" about prevention.

How Important is Administrative Support?

- In every agency administrative support was a critical factor that allowed these programs to develop innovative approaches to prevention.

- **Executive directors** provide critical leadership and foster the leadership of others.

When asked what **leadership skills** need to be developed and supported, executive directors named skills such as:

- How to communicate with different stakeholders
- How to present oneself in community meetings
- How to manage employees so they are playing to their strengths
- Succession planning

How Important is Administrative Support?

- Administrative support was described in terms of the **tangible aid** staff are given to carry out their work.

- **Examples of aid** included:

  - Release time and tuition support to participate in leadership development opportunities outside of the agency

  - Setting realistic priorities and goals

  - Establishing realistic time frames for program development, implementation and evaluation

  - Time and opportunities to learn about related fields that impact the prevention initiatives

- Administrators were described as **trusting** staff and having confidence in them.

- **Autonomy** for staff to do their work in the way they see fit and to build on their individual strengths

How Are These Innovative Programs Staffed?

- Most programs are operating with multiple prevention staff.

- The number of FTEs dedicated to prevention work ranged from 1—7 with the average being 2.8 FTEs.

- Programs also reported having additional personnel who directly contribute to their prevention work:

  - Counselors
  - Outreach staff
  - Youth advocates
  - Interns
  - Volunteers
  - Administrative assistants
  - Outside consultants

Examples of the contributions made by these people included:

- At prevention events--staffing information/outreach tables and providing logistical support

- Counselors co-facilitating multi-session prevention programs along with the prevention educators

- Prevention educators facilitating specific sessions of support groups along with counselors in order to bring prevention into those groups

- Taking care of reporting requirements

- Data entry and analysis for evaluating prevention programs

Organizational Capacity and Sustainability using the PSC Framework

Prevention System Capacity (PSC) is the capacity of the network of individuals, groups and/or organizations that, through their interaction, have the potential to enhance the primary prevention of sexual and intimate partner violence.

1. Leadership	How much does leadership buy-in to primary prevention?
2. Human resources	How adequate is staffing for primary prevention?
3. Community and constituency focus	How much is the community is involved in prevention efforts?
4. Results orientation	How much importance is placed on evaluation?
5. Strategic planning	How planful is primary prevention approached?
6. System Profile	How positive is the culture and climate surrounding prevention efforts?
7. Information	How available is the data we need to make good decisions about prevention strategies?
8. Infrastructure for primary prevention to continue	What systems and processes for prevention do we have in place?

Modified Prevention System Capacity Tool: For Use with Organizations

ND LOCAL GRANTEE

ORGANIZATIONAL CAPACITY ASSESSMENT

2012

Scores

Dimension	CVIC Score 2012 (1-100)	CVIC 2014 (1-100)
Leadership		
Structures and processes		
Staffing		
Partnership Development		
Resource Development		
Climate		
Prioritizing		

Scores

Dimension	CVIC Score 2012 (1-100)	Others 2012 (1-100)
Leadership	86	73
Structures and processes	80	66
Staffing	69	69
Partnership Development	90	79
Resource Development	92	70
Climate	88	92
Prioritizing	7th	4th