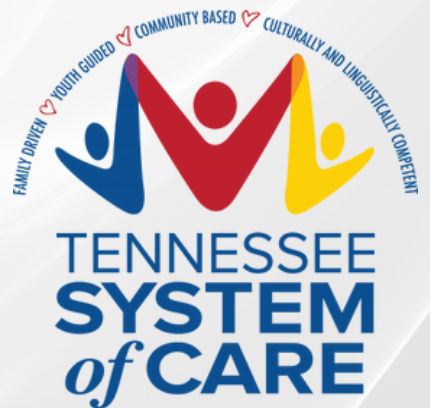




Community Engagement Toolkit



To establish and enhance a system of care in Tennessee communities

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Purpose and Objective of Toolkit



To foster healthy, resilient, and collaborative communities.

The purpose of this toolkit is to mobilize and empower communities to establish teams to build systems of care. Community-based systems of care support and expand evidence-based practices that reinforce the family-driven, youth-guided approach that incorporates community-based concepts that establish structural arrangements that builds a roadmap so children, youth, and families at risk for involvement in multiple systems get the warm hand-off they deserve to the supports they need to thrive.

System of Care Overview



The System of Care in Tennessee is a collaborative community effort that has been gaining momentum over the past 20 years to establish a support network for children, youth, and families who require an array of support services from multiple entities. While previous models “siloed” approaches to care, a system of care removes barriers so every child, youth, and family is able to easily access the care they need.

System of Care



Family-driven

To be family-driven and youth-guided with the strengths and needs of the child/youth/young adult and family determining the types of services and supports provided.



Community-based

To be community-based with the primary services as well as the system management resting within a supportive, adaptive infrastructure of structures, processes, and relationships at the community level.



Culturally competent

To be culturally and linguistically competent with agencies, programs, and services that reflect the cultural, racial, ethnic, and linguistic differences of the populations they serve in order to help people access and use the correct services and supports and to remove barriers in care [i]

Systems of care include both formal and informal supports which are both comprehensive and flexible. Organized into a coordinated network, these supports are integrated into communities so families can experience a coordinated approach instead of having to work with multiple care plans from multiple providers.

The **definition** of a system of care for children with emotional disorders was first published in 1986[i] but was revised in 2010:

A broad flexible array of effective services and supports for a defined multisystem involved population, which is organized into a coordinated network, integrates care planning and care management across multiple levels, is culturally and linguistically competent, builds meaningful partnerships with families and with youth at service delivery, management and policy levels, has supportive management and policy infrastructure, and is data-driven.[ii]



- 01 Ensure **availability** of and **access** to a broad, flexible array of effective, evidence-informed, community-based services and supports for children and their families that addresses their physical, emotional, social, and educational needs, including traditional and nontraditional services as well as informal and natural supports
- 02 Provide **individualized services** in accordance with the unique potential and needs of each child and family, guided by a strengths-based, wraparound service planning process and an individualized service plan developed in true partnership with the child and family
- 03 Deliver services and supports within the **least restrictive, most normative environments** that are clinically appropriate
- 04 Ensure that families, other caregivers, and youth are **full partners** in all aspects of the planning and delivery of their own services and in the policies and procedures that govern care for all children and youth in their communities, states, territories, tribes, and nation
- 05 Ensure cross-system collaboration, with **linkages** between child-serving agencies and programs across administrative and funding boundaries and mechanisms for system-level management, coordination, and **integrated** care management
- 06 Provide **care management** or similar mechanisms to ensure that multiple services are delivered in a coordinated and therapeutic manner, and that children and their families can move through the system of services in accordance with their changing needs
- 07 Provide developmentally appropriate mental health services and supports that **promote optimal social and emotional outcomes** for young children and their families in their homes and community settings
- 08 Provide developmentally appropriate services and supports to **facilitate the transition of youth to adulthood** and to the adult-service system as needed
- 09 Incorporate or link with mental health promotion, prevention, and early identification and intervention to improve long-term outcomes, including mechanisms to **identify problems at an earlier stage** and mental health promotion and prevention activities directed at all children and adolescents
- 10 Incorporate **continuous accountability** mechanisms to track, monitor, and manage the achievement of system of care goals; fidelity to the system of care philosophy; and quality, effectiveness, and outcomes at the system level, practice level, and child and family level
- 11 **Protect the rights** of children, youth, and families and promote effective advocacy efforts
- 12 Provide services and supports to all children, youth, young adults and their families; **services should be sensitive and responsive** to each unique family.

System of Care Across Tennessee

System of Care Across Tennessee (SOCAT) builds on two decades of System of Care experience in the state and focuses on young children, children, youth, and young adults, and their families. SOCAT utilizes the System of Care values and principles while empowering Tennessee families to work together with child-serving agencies as partners to guide their care.

One of the primary areas of focus in a system of care is a strengths-based approach. Rather than focusing on the challenges of a child, youth, or family, formal and informal supports focus on the strengths possessed by the child, youth, and/or family by utilizing individualized assessments. Instead of forcing a family to fit into a preexisting service, services and supports are created for each family that match their culture, language, ethnicity, faith, age, class, among other accommodations.



SOCAT

is a family-driven and youth-guided effort to support needs of families for infant and early childhood development, school aged support, and support for youth and young adults. [i]



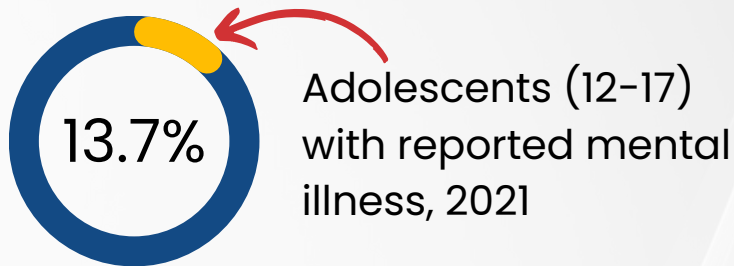
Embedding System of Care in Communities



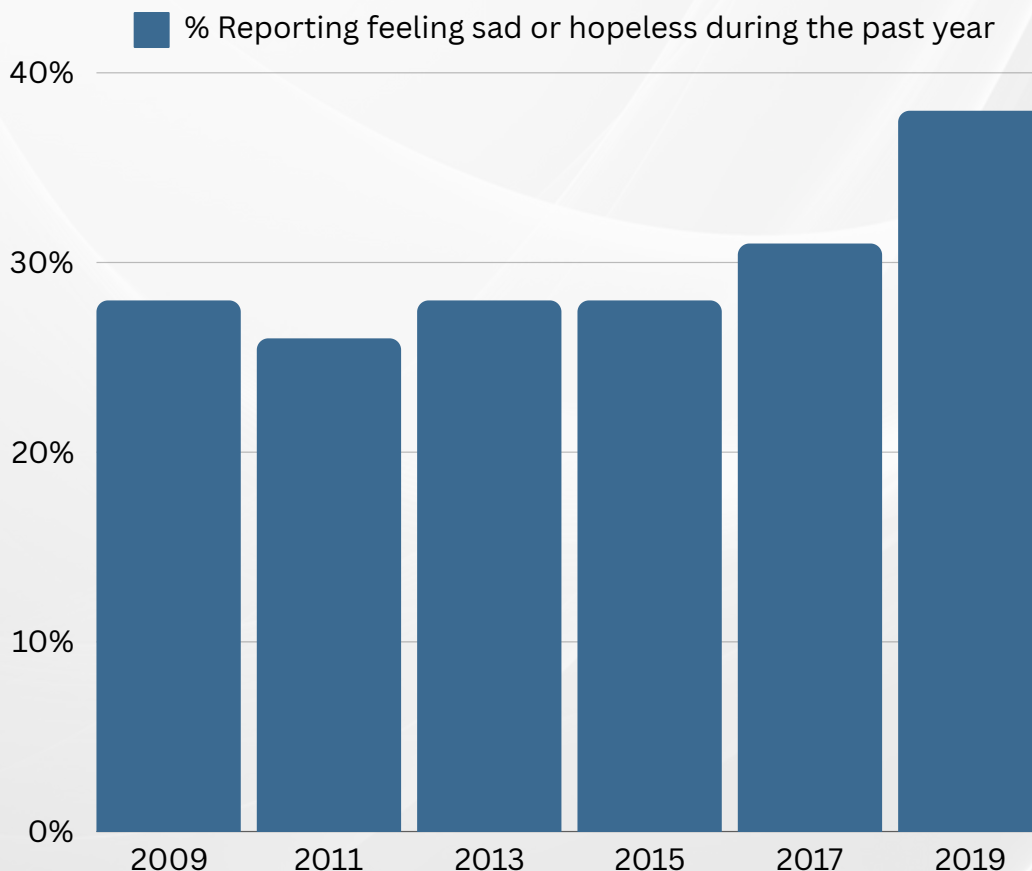
The need for a system of care to help children, youth, and families navigate systems to maximize wellness are evidenced by data trends. In addition, in traditional systems, children in need of mental health treatment were not getting optimal services because they were often provided in restrictive settings out of the home. In addition, few community-based services were available and service providers worked independently, not together. Furthermore, families were not adequately involved in their child's care and cultural differences were not accounted for. [i] The figure below illustrates high school students in Tennessee who felt sad or hopeless during the past year, a figure that has increased steadily since 2009. [iii]

The Need for a System of Care

Prior to the Covid-19 pandemic, 13.7% of adolescents in the state reported major depressive episodes in the past year, similar to that of the United States.[i] While quantitative data are premature to report, qualitative data suggest the pandemic has exacerbated mental illness.[ii]



The figure below illustrates high school students in Tennessee who felt sad or hopeless during the past year, a figure that has increased steadily since 2009. [iv]



In order to effectively embed systems of care into communities, an interagency collaboration is required. Interagency collaboration extends beyond child- and family-serving agencies to include other community-based organizations including, but not limited to child welfare, juvenile justice, mental health, education, substance use prevention and treatment, physical health, child advocacy, parent empowerment, places of worship, business associations, and colleges and universities. Each of these entities work together to address the complex needs of children, youth, and families both formally and informally. Through a true spirit of partnership, collaborative agencies work through both direct service through practice, as well as governance and policy to establish systems of care.

These community-based services are essential to effective systems of care because it allows the child, youth, or family to remain in their home, school, and neighborhood and rely on existing critical bonds they share with friends, family, and members of the community. [iii]



**EMBEDDING A
SYSTEM OF CARE IS A
WIN-WIN
FOR BOTH THE
FAMILY AND THE
COMMUNITY**

Best Practices in Community Engagement



Effective community engagement begins with relationships. To effectively mobilize partners, you must get to know them first. Relationships should be genuine and we should always extend a handshake first rather than asking for a handout. In order to effectively engage members of the community, they must have buy-in. Additionally, for people to buy into a process, they must feel included and be part of the process from start to finish, including planning. It can often feel strange for community organizers to let go of the proverbial reins, so-to-speak, to allow community members to do the work, but it is so important to truly engage people in the community. Without their engagement, your project goals will not be nearly as effective.

Effective community engagement requires:

- Participatory culture
- Inclusiveness
- Breadth of mission and vision
- Critical perspective [vi]

Participatory Culture

Increasing the skills, knowledge, and responsibilities of the members, themselves

Inclusiveness

Foster participation among groups that have been absent from the table, including those that may be or feel marginalized.

Mission and Vision

Community Organizing organizations are skilled at identifying a diverse set of issues and linking them to the greater good of the community.

Critical Perspective

Community Organizing organizations seek to change institutions and policies that are not working by promoting accountability and responsiveness.

Tips for Ensuring Effective Community Engagement

1 Identify who is underrepresented at your meeting or event. Why do you define this particular population this way? How can this information guide your planning and outreach efforts?

2 Put yourself in other people's shoes. What factors (besides meeting content) would guarantee your attendance? How might you eliminate common barriers to showing up?



3 Listen more than you speak. Seek the perspective, expertise and lived experience of each person you meet.

4 Gather input and buy-in on your project, its aims, and its marketing materials. Seek input from the groups you are actively trying to engage. Invest time in building relationships with grassroots community leaders who may serve as information conduits. Acknowledge their time and efforts explicitly.

5 Address language barriers. Eliminate use of technical jargon and acronyms during meetings. Define all new terminology on the white board, or in a glossary of terms, where everything is boiled down into easy-to-grasp language. Dedicate funds in your project budget for interpretation and translation services. Connect with community nonprofits and cultural groups to gather information: What language(s) does your constituency speak? Is literacy an issue? Who might you recommend to do translation into that language? Can you introduce me to that person?

6

Be thoughtful about location of meetings and events. Can everyone get there easily via public transit, especially by bus? Is the location “neutral” or known to be the “turf” of a particular group? Is the venue familiar and accessible to everyone involved?

7

Get creative in defining what “engagement” looks and feels like. Meetings are just one way of gathering people and exchanging information. Create a multitude of ways for people to get involved. Hands-on activities—a river cleanup or a playground build—get people working side-by-side, sharing an experience, meeting and speaking with one another.

8

Tap existing networks to spread the word. Published public notices may follow the letter of the law, but they can never replace intentional outreach or one-to-one engagement. Word of mouth is time-tested and never goes out of style! Invest time in connecting with member organizations to multiply your reach.

9

Provide food and child care at all events. Publicize these offerings in your outreach. Create ways for children to contribute and participate in the process, too.

10

Verbally and publicly acknowledge citizen distrust and historical patterns of decision making that is not reflective of previously gathered public input. If you name it and own it, you set the tone for open conversation. Demonstrate you are willing to engage honestly and without hard feelings.

11

Manage expectations by being up front and honest. Let participants know all the “non-negotiables” up front. Be transparent in describing your team’s roles and responsibilities, capacities and limitations, especially time and financial constraints. Don’t solicit input if there’s no opportunity to influence a decision already made!

12

Take time to establish “rules of engagement,” sourced from stakeholders in the room. Build stakeholder ownership of the process from the beginning, and warm up the room and the voices within it. Establish shared culture and norms regarding expectations for participation, boundaries for folks who might take more “air time,” and permission for those who tend to say less in a group setting.

13

Ensure your team’s manner and practice reflect core principles of inclusiveness, reliability, respect, transparency, competence with respect to culture, and active listening.

14

Make it right when something goes wrong. When receiving feedback about meeting format, or something said or unsaid, be gracious. Validate the concerns of the messenger, and make a verbal correction or acknowledgement in real time. [vii]

Implementing SOC at the Community Level



Creating a community team is an effective way to implement a system of care at the community level. Community teams are groups of people with similar interests in creating healthy and safe communities that thrive. Effective community teams operate by an evidence-based model of change called the Strategic Prevention Framework, which allows communities to make data-driven decisions to address complex behavioral problems by assessing their community. Utilizing the community assessment, communities then build capacity around areas of need, identify community problems, and develop community-level solutions. Meanwhile, evaluating their work and creating a process that is inclusive and involves members from all parts of the community, including the diversity within, leads toward both effectiveness and sustainability.[vii]

I alone cannot change the world, but I can cast a stone upon the water to create many ripples.

-Mother Theresa

Mother Theresa once said “I alone cannot change the world, but I can cast a stone upon the water to create many ripples.” Her quote captures the essence of a community team; community teams address urgent, complex, and systemic issues by broad community collaboration that is dynamic and reliant on a team approach. [i]

What is a community team?

A community team is “an alliance for combined action” [ii] that includes a group of people who work together toward a shared mission. Community teams exist in varied sizes and structures, but all work collaboratively to achieve a set of goals.[viii]

How do we know when to start a community team?

There are a number of reasons a community might want to start a community team; generally, communities start community teams when there is an urgent need but efforts to address the need are inconsistent. Reasons communities might be inclined to start a community team might include:

- To address an urgent need
- To empower segments of the community
- To obtain funding to address a specific need
- To align strategies and avoid duplication of services
- To share and assemble resources
- To break down silos and increase communication across agencies, groups, or sectors
- To share responsibility
- To bring attention to the problem or issue
- To affect long-term change [viii]

Challenges to starting a community team

Sometimes, turf issues in communities can be barriers to successful collaboration. Working to establish buy-in and engagement early from members of all parts of the community is key to avoiding this challenge. Additionally, some agencies in your community may not want to play nice with one another or may argue over funding; community teams may have to establish, mend, or nurture organizational relationships in order to effectively launch. Essentially, it is critical to outline the need for the community team to ensure all parties can put their differences aside for the greater good. [iii]

Some communities might want the experts to plan strategies and programs “for” the people. While it is important to include the experts, one of the most critical strategies to organizing a successful community team is planning strategies “with” the people. The mantra “nothing about me without me” rings true in community team work and resonates with successful community team professionals. The engagement and inclusion of your target population in your planning is critical to implementing successful and effective work to achieve your mission.



A lack of communication, poor connections with local sector members and organizations, lack of infrastructure, lack of leadership, and lack of funding can all be barriers to establishing an effective community team also; however, by utilizing this toolkit, communities can execute a successful launch to establishing a community team that has the ability to be the community connector that can effectively achieve population-level change to address the complex problems identified in communities.

Not only will you want to identify people who are passionate about your community team’s mission to be part of your work, you will also want to identify influential people in the community to be part of your work. In order to do this, you will have to sell them on your mission. Dr. Grady Bogue, an esteemed professor and chancellor within the University of Tennessee system wrote in *Leadership and Legacy Moments* “leadership is a balance of tell and compel and inquire and inspire.”[xii] What this message translates to community teams is we must find the natural leaders in our community, tell people about our work, and compel them to be part of it, but we must also find the people who are already committed to our mission, ask them questions, and inspire them to join us to do something about it.



Who should be part of a community team?

Community teams should be truly representative of the communities they serve: as such, the community team make-up should represent both the diversity and stakeholders that live and work in the community. At minimum, community teams should aim to include representatives of each of the 13 sectors of their communities from each jurisdiction or municipality within the geographical area they serve.

The 13 sectors are:

- **Youth** (those engaged in treatment systems and those who are not, including siblings, friends, etc.)
- **Parents** (parents of children and youth engaged in treatment systems and those who are not, including mentors and other support providers)
- **Law enforcement** (including juvenile justice, police, and school resource officers)
- **Schools** (including teachers, administrators, school health providers, and other aides)
- **Businesses** (chambers of commerce, individual businesses, and health-specific businesses)
- **Media** (traditional media providers and social media outlets)
- **Child/Youth-serving organizations** (after-school programs, youth programs, sports leagues, etc.)
- **Religious and fraternal organizations** (faith institutions, youth pastors, clergy, and other groups that provide support to families in communities)
- **Civic and volunteer groups** (Lions Club, Civitan Club, Rotary Club, and other local clubs that support children, youth, and families)
- **Healthcare professionals** (physical and behavioral health providers)
- **Child welfare agencies** (child advocates, children's services, etc.)
- **State, local, and tribal agencies** with expertise in children, youth, and families (local government agencies)
- **Other organizations** involved in supporting children, youth, and families (any other community-based organization that offers support)

How to recruit team members...and keep them

In order to be effective in recruiting key stakeholders from the community who will be influential in establishing a system of care, you must illustrate for them a direct connection between what they care about most and children's behavioral health. Prior to meeting with someone, make sure to learn about them first. Start your relationship with a conversation, getting to know the person, instead of asking for a handout. As you build your relationship and establish trust, bring awareness about how children's behavioral health affects them, their family, and the community. While you are likely a subject matter expert in children's behavioral health and community organizing, make sure to balance your conversations with opportunities to ask those you speak with about what they care about—and what they believe should be done to improve their community. Through your relationship, draw a line from their priority interest to your work.

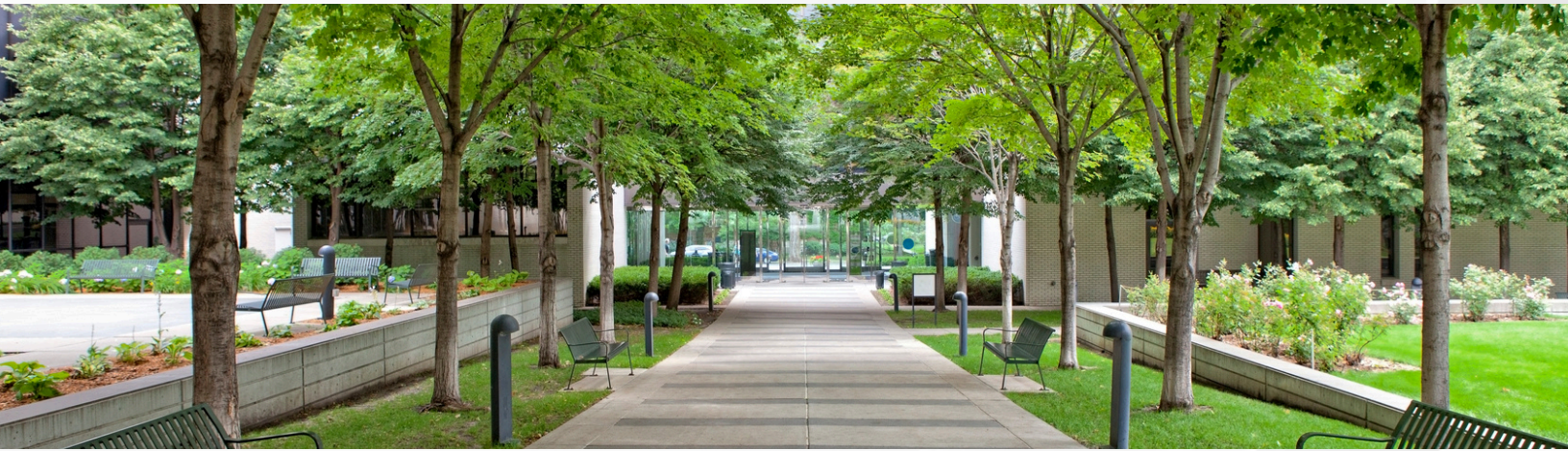
How to bring awareness to the community about children's behavioral health

Using data is important, but we have to translate data in a way that is easy to understand by everyone in the community. Tell a data story by sharing numbers, but include the personal stories of success also.

Generally speaking, coalitions should aim not only to have one person per sector on the coalition, but also one person from respective jurisdictions, municipalities, or geographical areas targeted by the coalition to ensure the makeup of the coalition represents the target population.

Use the worksheet on page 43 to aid in your capacity building efforts.

Strategic Planning for Establishing Community Teams



Effective planning is a critical element to establishing a coalition that is both efficient and effective.



Effective planning is a critical element to establishing a community team that is both efficient and effective. Using data in your community team's planning is a wise investment of time and resources; in addition, using members of your target population does the same to enable your community team to plan strategies effective to reach your target audience. Utilizing the Strategic Prevention Framework in your community team's planning is effective when used as a participatory process. Engaging members in community team work is pivotal to your success. This open process gives members the opportunity to feel ownership of the process, which helps to distribute the work. Think back to the words of Mother Theresa: "I alone cannot change the world, but I can cast a stone upon the water to create many ripples." Engaging members in this process helps us create many more ripples to further expand our efforts.

Community teams must be representative of the populations they serve, including the diversity within: to be truly representative, members of the target population must be included in the planning. Whether they be youth, senior adults, persons in recovery, or any other specific demographic, planning *WITH* people is a much more effective use of our time and resources than planning *FOR* them.





The participatory approach to planning has its advantages and disadvantages, but in the end, this approach is critical to community building, problem solving, and community ownership of the work of your community team. When using the participatory approach to planning, when it comes time to implement strategies, there are more people with buy-in who will be willing to help do the work of the community team. [iii]

The foundation for planning for community teams is a needs assessment. Needs assessments can be completed by community teams, but often, there are existing needs assessments that can offer a foundation of information and save time. Some examples of existing sources of needs assessments in a community could be:

- Community Health Needs Assessment (conducted every three years by a local nonprofit hospital)
- Community Health Assessments (conducted by a local or regional health department)
- Community Assessments (conducted by local mental health provider or nonprofit behavioral health treatment facility)

Most agencies are willing to share their community assessments, and many have them available to the public online. Make sure to investigate what data already exist to establish a foundation on which you can review community needs, resources, and archival data.

Data Collaborations



The data from the needs assessments help identify agencies in the community who should be part of the system of care, as well as additional resources that can be built into the infrastructure of a community collaborative system. Demographic data can also help the group understand more deeply the people, customs, and culture of the community. These elements allow the group to consider problems, root causes, and local conditions to develop a logic model.

See page 47 for a logic model template and instructions.

Community Team Planning

Once the planning team gets to know the community, they can engage in strategic planning to establish a methodical process to achieve their goals. The most critical components to address when engaging in community team strategic planning include:

1. Vision
2. Mission
3. Objectives
4. Strategies
5. Action Plan

As community teams are planning, it is important they make sure not to put the proverbial *cart before the horse*. It is easy to jump to identifying strategies once community teams identify the problems in their community; however, if we are methodical in our planning, the community will reap the benefits in the effectiveness of the outcomes the community team contributes to. In order to be methodical in our planning, community teams must develop strategies that are tied directly to the behaviors identified as local conditions in their communities.

Once community teams develop their vision and mission, writing objectives are the next big step. Objectives are quite methodical and there is a simple formula community teams can follow to ensure their objectives are comprehensive. The formula community teams should follow to establish comprehensive objectives is S.M.A.R.T.: [ix]

- Specific
- Measurable
- Achievable
- Relevant
- Timed

Objectives should be S.M.A.R.T.



• **Specific**

Specific describes what will be changed (for example, prevalence of missed days of school due to mental illness for a specific population).



• **Measurable**

Measurable includes how much change will occur, including the data collection instrument (source) (for example, decrease number of days missed due to mental illness by 3% from 27% to 24%).



• **Achievable**

Achievable means the coalition has the capacity to reach the objective (determining if an objective is achievable is subjective; therefore, if the group can justify the decision, the objective would qualify as achievable).



• **Relevant**

Relevant means the objective is related to the organization's mission and vision and the group has a clear understanding of how the objective fits with the mission of the organization and its strategies.



• **Timed**

Timed means there is a set end point for the objective to be achieved and the baseline and target measures have dates assigned to them. [ix]

Use the worksheet on page 49 to assist your team in writing objectives.

Planning Strategies

Using data in your community team’s planning is a wise investment of time and resources; in addition, using members of your target population does the same to enable your team to plan strategies effective to reach your target audience. Utilizing the Strategic Prevention Framework in your planning is effective when used as a participatory process. Engaging members in the work of the team is pivotal to your success. This open process gives members the opportunity to feel ownership of the process, which helps to distribute the work. Think back to the words of Mother Theresa: “I alone cannot change the world, but I can cast a stone upon the water to create many ripples.” Engaging members in this process helps us create many more ripples to further expand our efforts.



Comprehensive Strategies

Community teams seek to change behavior among an entire population; therefore, it is important to develop a comprehensive set of strategies since no single strategy will work for everyone in the community. Strategies should be based on evidence that supports they will be effective, but should also be culturally appropriate for the population in which they are to be used. [ix]

Strategies vary between those that reach the individual and those that reach entire populations. Strategies that reach entire populations are referred to as environmental strategies. To illustrate the difference between individual and environmental strategies, we could consider a fish tank. Imagine you have an aquarium. In your aquarium, you have a dozen fish: eight of your fish have become sick. You take the fish out of the aquarium and to your local aquatics store. They are able to nurse the sick fish back to health and you return them to your aquarium. Before the week's end, six fish are sick again, so you decide to take a water sample from your aquarium to the aquatics store. They test the water and determine there is bacteria in the tank making the fish sick. As a result, you are able to treat the water and all the fish become well. The individual strategy is treating each fish: the environmental strategy is treating the water. In the end, treating the water is much more efficient and cost-effective and your fish all improve faster.

In our communities, we could work to reach each individual person, but that takes a significant amount of time and money. In order to change behavior most effectively and make the healthy choice the easy choice, we can treat the environment, just as we treated the environment the fish live in.



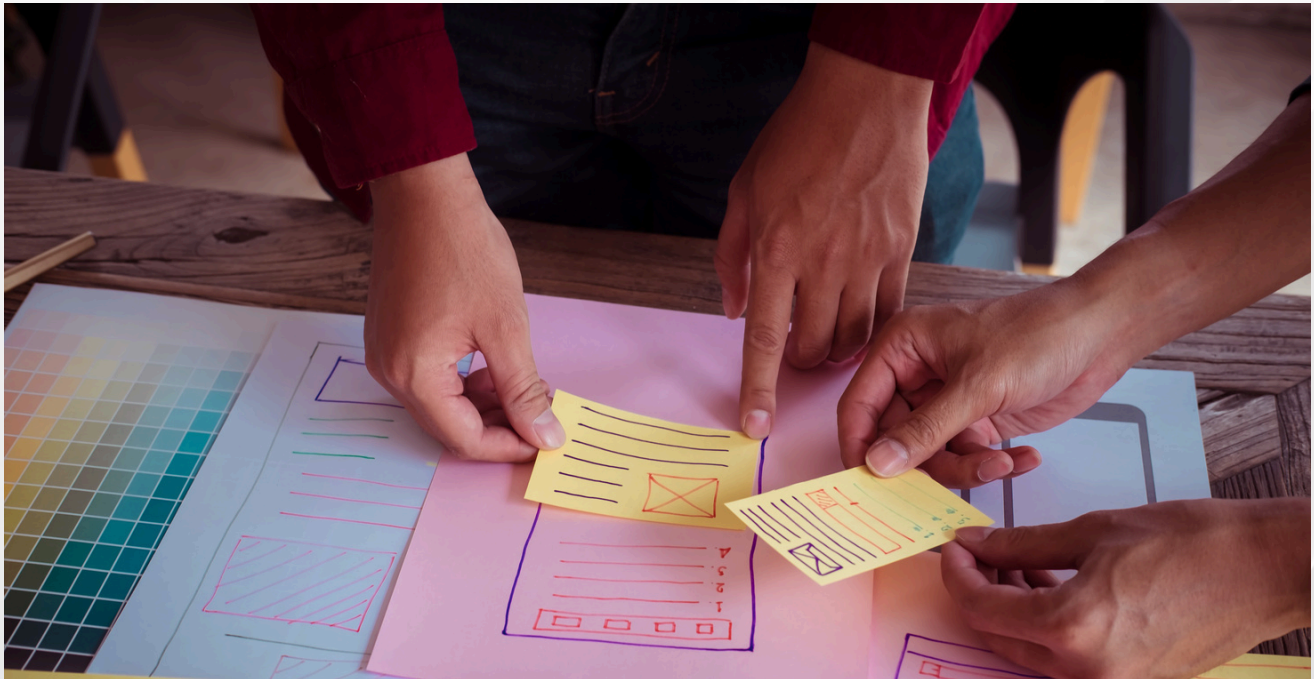
7 Strategies for Community Change

1. Providing Information
2. Enhancing Skills
3. Providing Support

individual

4. Enhancing Access | Reducing Barriers
5. Changing Consequences
6. Physical Design
7. Modifying Policy

environmental



***Use the worksheet on page 53 to learn more about comprehensive strategies**

Strategic and Action Plan

Once the community team has completed a comprehensive strategies worksheet for each local condition, the strategies can be transferred to the Strategic and Action Plan template to plan who is responsible and when the activity will take place.

When identifying the timeline for when strategies and activities will take place, community teams should prioritize strategies based on:

- Community readiness for that type of change
- Political will
- Community team capacity to implement
- Time sequence



***Use the worksheet on page 48 to help create your community team's strategic and action plan**

Sustaining Community Teams



In order to sustain their work, community teams must articulate the unique niche they fill.



Some community teams are brand new and some are decades-old. For those community teams that have been in existence for decades, the unifying characteristic is their strategic focus on sustainability. Not only do community teams need to sustain the work they do, they also need to sustain their infrastructure, and the process by which they do their work.

In order to sustain their work, community teams must articulate the unique niche they fill: in addition, they must identify their needs for financial and human capital. Just as individuals are encouraged to diversify their retirement portfolio, it is important for community teams to diversify their funding portfolio in order to be around long enough to achieve their set objectives. For example, community teams do not want to rely solely on grant funding because one day, those funds might not be available. Instead, community teams should position themselves to receive funding from grants, fundraising, line-items, fee-for-service activities, and other in-kind sources.

As you begin thinking about sustaining your community team, it is important to acknowledge that community teams often get projects and ideas off the ground while, eventually, other community partners carry those efforts into the future. This gives community teams the opportunity to shift attention to emerging trends and new local conditions or other community team priorities. Consider who appropriate partners would be to engage in the work of the community team so the community can begin integrating into every facet of day-to-day life: at the coffee shop, at the community center, at school, at work, at local businesses, at healthcare facilities, at houses of worship, and any other place someone might venture throughout their day.

Make a list of all the things the community team must sustain; as you do, assign a dollar amount to give community team members and stakeholders a target to reach to generate enough revenue to sustain community team efforts annually. Once you know what you need, you can then develop an action plan on how to work toward securing your goal.

***Use the worksheet on page 56 to help create your sustainability plan**

Measuring Success of Community Teams



Measuring success is important in sustaining your community team. If what you are doing is working, people will continue to want to be involved: if what you are doing is not making a difference, people will lose interest. In order to tell the story of your contribution to the success of the system of care in the community, you will want to measure success through process, outcome, and impact evaluations.



Evaluation has a number of benefits, including but not limited to:

- 01 Documenting progress of the movement
- 02 Reviewing processes to increase efficiency
- 03 Reviewing outcomes to increase effectiveness
- 04 Recognizing and celebrating member and volunteer contributions
- 05 Celebrating milestones and success
- 06 Modifying intervention mid-course to maximize effectiveness
- 07 Building the capacity of the team to do the work
- 08 Showing transparency of operations
- 09 Establishing trust of community stakeholders
- 10 Creating a mechanism for accountability

Evaluation

Community team evaluation can sometimes be an afterthought; however, community teams move from good to great when they plan for their evaluation in the earliest stages. In order to plan how the community team will evaluate its work and monitor progress, data mapped to the logic model can be used, along with data from the community assessment to create an evaluation plan.

Evaluation refers back to the logic model. Once data measures are mapped to problems, root causes, and local conditions/behaviors, an evaluation plan can be easily established. Problem statements tie to long-term measures while root causes tie to intermediate measures, and local conditions tie to short-term measures.



***Use the worksheet on page 54 to help create your team's evaluation plan**

Communicating Outcomes

Not only is community team evaluation important, but so is how the community team will communicate that information to both community stakeholders and the general public. It is important for community teams to recognize that we must meet people where they are at their level of understanding and through the channels by which they are comfortable receiving information.

For this reason, community teams must consider the target audience for their message in order to determine what data should be shared as well as the best method to share that information. It is also important to consider what the community team needs from the stakeholder when presenting information and, as always, when considering community team capacity, it is critical to identify what's in it for the targeted stakeholder. Going into a conversation or presentation with a clear vision of the benefit they will receive goes a long way in community team capacity building.



***Use the worksheet on page 55 to help create your team's evaluation communication plan**

Next Steps

Now that your community has successfully worked through each of these community development steps toward improvement, you have come a long way, but are far from finished. While it is most certainly time to reflect on all the community team has accomplished together, we never check off boxes in a series and move on. Once we get to the end of the planning process, we start back at the beginning and continue to repeat the steps.

There are a number of reasons for this:

- Volunteers and members ebb and flow; we are continuously building capacity
- Community needs evolve and change
- Community resources come and go



Resources



Strategic Prevention Framework

The Strategic Prevention Framework (SPF) is a model of change that offers step-by-step guidance for community organizers. Developed by Substance Abuse and Mental Health Services Administration (SAMHSA), the five steps and two guiding principles of the SPF offer prevention planners a comprehensive approach to understanding and addressing the substance misuse and related behavioral health problems facing their states and communities. [vii]



Model of Change

ASSESSMENT:

Identify local needs based on data
(e.g., What is the problem?)

CAPACITY:

Build local resources and readiness to address needs
(e.g., What do you have to work with?)

PLANNING:

Find out what works to address needs and how to do it well
(e.g., What should you do and how should you do it?)

IMPLEMENTATION:

Deliver evidence-based programs and practices as intended
(e.g., How can you put your plan into action?)

EVALUATION:

Examine the process and outcomes of programs and practices
(e.g., Is your plan succeeding?)

The SPF is also guided by two cross-cutting principles that should be integrated into each of the steps that comprise it:

CULTURAL COMPETENCE:

The ability of an individual or organization to understand and interact effectively with people who have different values, lifestyles, and traditions based on their distinctive heritage and social relationships.

SUSTAINABILITY:

The process of building an adaptive and effective system that achieves and maintains desired long-term results. [vii]

Creating a Coalition: Checklist

- Assemble coalition start-up team
- Build capacity and recruit members to attend first meeting
- Host first meeting
- Participate in Strategic Prevention Framework training
- Establish vision and mission
- Elect Executive Committee (President, Vice President, Secretary, Treasurer)
- Create Community Assessment
- Map resources
- Review community data
- Conduct problem analysis
- Prioritize goals
- Transfer problem analysis to logic model
- Map data to logic model
- Develop a coalition call to action
- Establish evaluation plan based on coalition logic model
- Develop evaluation communication plan
- Establish annual operating budget
- Create initial sustainability plan
- Review checklist to ensure proper coalition development milestones
- Celebrate success
- Investigate funding opportunities
- Repeat cycle

COMMUNITY SECTOR WORKSHEET

For each community sector listed below a) identify organizations or individuals who have already been recruited to your coalition, and b) where there is no or low representation in membership, identify potential members to recruit to the sector.

Note: An individual or organization should only be listed one time.

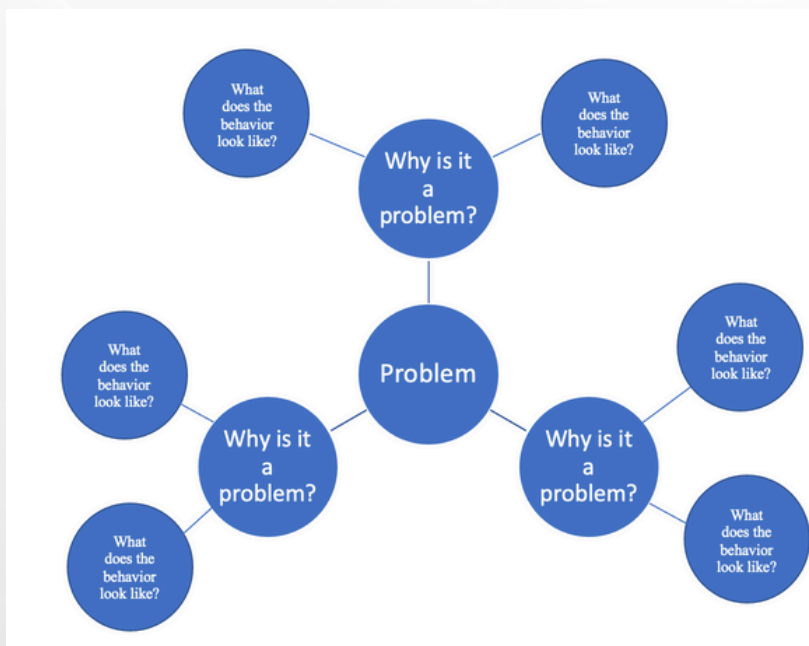
Sector	Current Member	Member to Recruit
Businesses		
Child Care Providers		
Civic / Volunteer Groups		
Courts & Probation		
Cultural Groups & Organizations		
Elementary & Secondary Education		
Government		
Healthcare Professionals		
Higher Education		
Human & Social Service Providers		
Law Enforcement		
Media		
Parents		
Religious & Fraternal Organizations		
Senior Citizens		
Youth		
Youth Serving Organizations		
Other		

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PROBLEM ANALYSIS

One of the first steps in engaging in community planning is to conduct a problem analysis based on data collected from the community. During this process, you may choose to utilize a facilitator to help identify the root causes and local conditions of the behaviors you wish to address. This process utilizes a question-driven approach and gives coalitions the opportunity to answer WHY the problem occurs in the community and WHAT THE BEHAVIOR OF THIS PROBLEM LOOKS LIKE HERE, respective to your target population.

Once your coalition identifies the problem you want to address first, you can use this root cause analysis process to identify root causes and local conditions. First, ask WHY? is this a problem in our community. Write down all the responses in a series of circles around the problem. Second, ask WHAT DOES THE BEHAVIOR OF THIS PROBLEM LOOK LIKE HERE?, respective to your target population. Do this for every WHY circle. Chart paper, white boards, or other electronic techniques are great tools for this process.



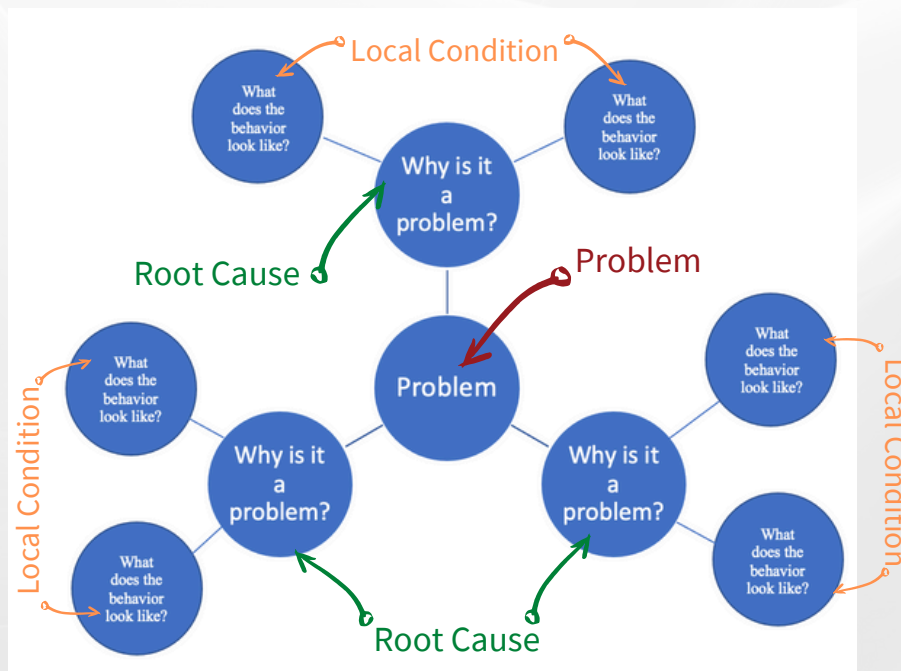
Your process might look something like this.

Once the community has prioritized the problem analysis, it is time to transfer the information prioritized from the problem analysis to a logic model. The good news here is you have already done the hard work. All you have to do now is make the transition.

A logic model is simply a roadmap or a blueprint of how your effort is supposed to work. Logic models provide a visual representation of how the coalition will bring about change and illustrate the results you expect to see in the community. [xi]

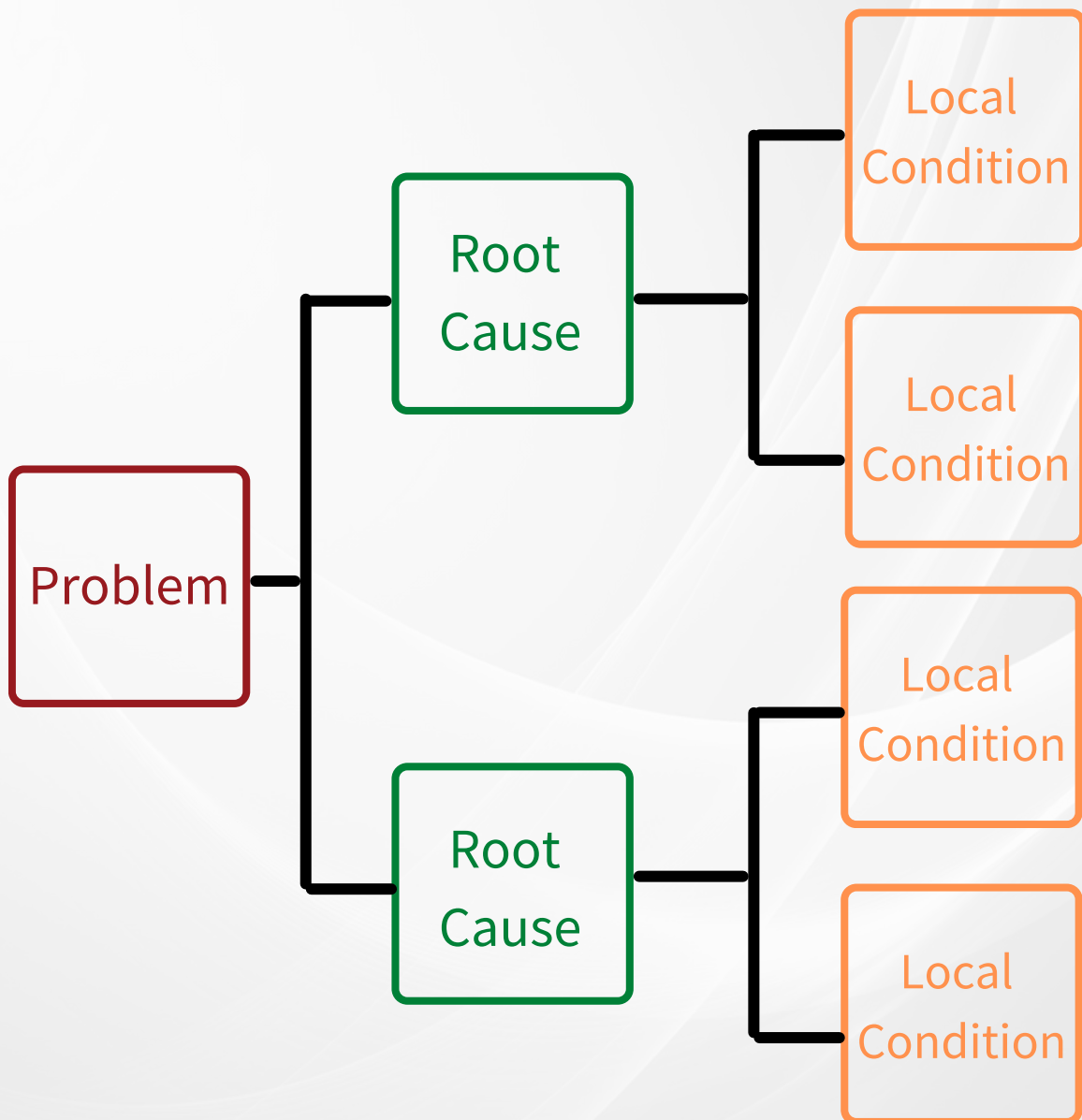
The main components of a logic model are:

- **Problem statement** (you established this in your community assessment)
- **Root causes** (you identified these in your problem analysis): WHY is it a problem?
- **Local conditions** (you identified these in your problem analysis): WHAT does the behavior look like in your community?
- Data (you will map data to your logic model later)



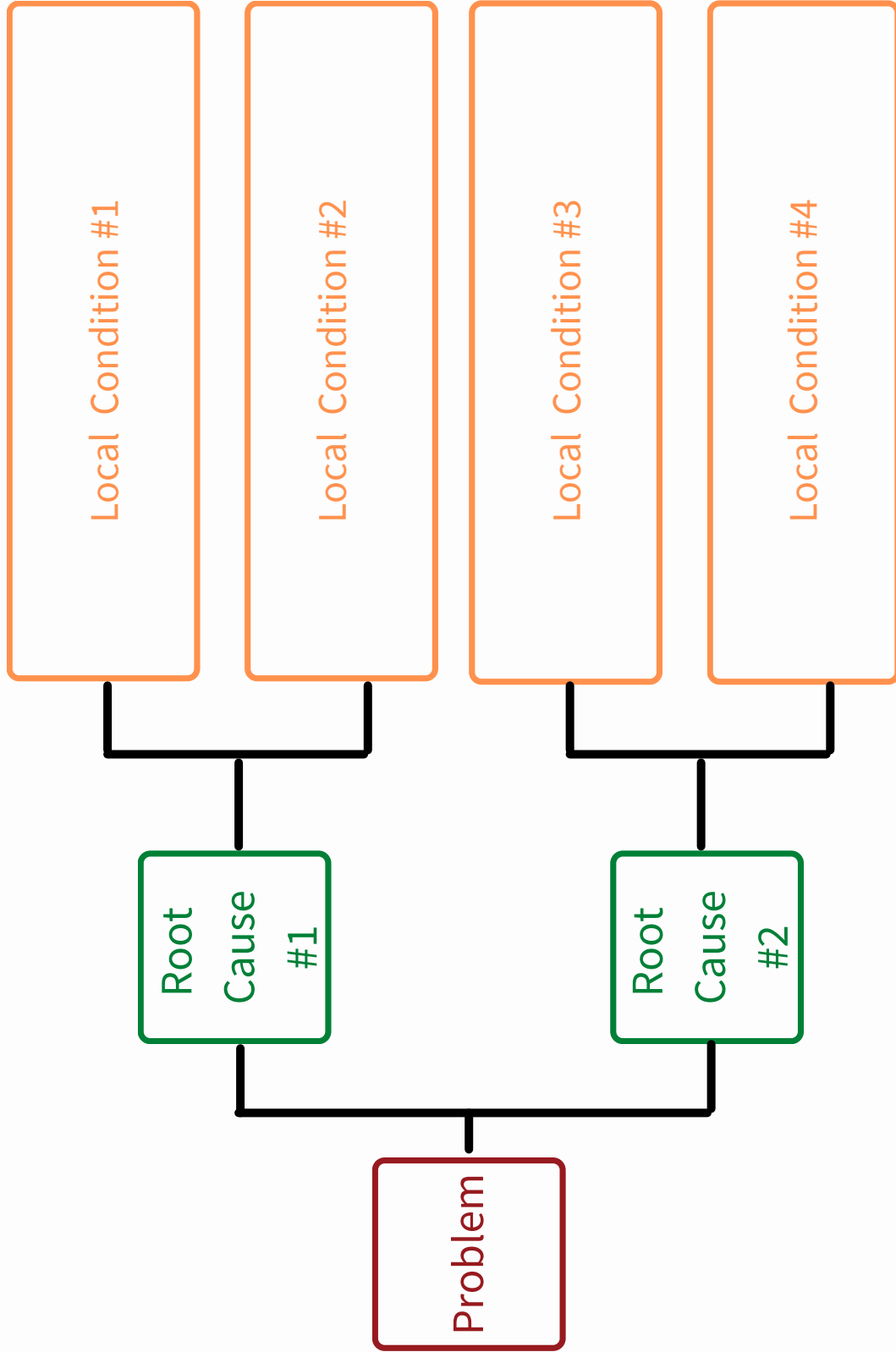
Logic Models

Problem analysis can be rather messy. You can clean it up by establishing priorities and moving them to a logic model. Your logic model might look something like this, but remember, your coalition will establish as many root causes and local conditions as are necessary:



LOGIC MODEL TEMPLATE

Transfer prioritized information from your problem analysis onto this logic model template. You will map data later.



STRATEGIC AND ACTION PLAN TEMPLATE

Coalition Name:

Vision:

(Your vision should be concise statement that expresses a lofty goal of the best-case scenario of what the community would look like if your coalition achieved everything it ever possibly wanted to achieve.)

Mission:

(Your mission statement should be short enough for volunteers to remember it and should describe what your coalition aims to do.)

Goal #1: Increase Community Collaboration: Establish and strengthen collaboration among communities, public and private non-profit agencies, as well as federal, state, local, and tribal governments to support the efforts of community coalitions working to prevent and reduce substance use and misuse among youth

Directions: The following are categories that your coalition should consider when planning for goal #1. In each year, you may not complete activities for each category, but they should provide a framework for how your coalition can increase and build community collaboration.

When planning, your coalition should consider the following categories:

- Outreach and Networking
- Public Awareness of Substance Use and Misuse Issues
- Coalition Communications and Branding
- Community Education and Training
- General Prevention Activities
- Build Coalition Capacity to Collaborate

Category: *(List one of the categories listed above.)*

Objective: *(Write a SMART objective.)*

Activity	Who is responsible	By When?

**Repeat as many times as necessary to cover the categories your coalition deems appropriate.*

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STRATEGIC AND ACTION PLAN TEMPLATE

Goal #2: Reduce youth substance use and misuse: Reduce substance use and misuse among youth and, over time, reduce substance use and misuse among adults by addressing the factors in a community that increase the risk of substance use and misuse and promoting the factors that minimize the risk of substance use and misuse.

Directions: The following should demonstrate the strategies that your coalition is implementing in the given year (e.g., year 2, 4, 5) and the activities associated with implementing each strategy.

Problem	Root Cause	Local Condition
Problem #1	Root Cause #1	Local Condition #1
Long-Term Objective (3 – 10 Years)	Intermediate-Term Objective (1-4 years)	Short-Term Objective* (6-24 months)
SMART Objective	SMART Objective	SMART Objective

**Strategies should all tie back to a local condition.*

Strategy 1: Provide Information

Activity	Who is responsible	By When?

Strategy 2: Build Skills

Activity	Who is responsible	By When?

Strategy 3: Provide Support

Activity	Who is responsible	By When?

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Strategy 4: Enhance Access/Reduce Barriers

Activity	Who is responsible	By When?

Strategy 5: Change Consequences (incentives/disincentives)

Activity	Who is responsible	By When?

Strategy 6: Physical Design

Activity	Who is responsible	By When?

Strategy 7: Modify Policy

Activity	Who is responsible	By When?

**Repeat as necessary for all local conditions OR start a new root cause OR substance.*

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When writing objectives, specific timeframes should be considered.

Objective	Logic Model Element	Timeframe
Long-term	Problem	3-10 years
Intermediate	Root Cause	1-4 years
Short-term	Local Condition	6-24 months

Here is a template you can use to enhance your skills in objective writing:

(Increase/Decrease) **(specific indicator)** among **(specific population)** by X% from Y% in **(baseline year)** to Z% in **(target year)** as measured by **(data collection method and source, date)**.

Example:

Decrease prevalence of missed days of school as a result of mental illness among 6th-12th grade students by 3% from 17% in 2021 to 14% in 2026 as measured by Student Absenteeism Survey, conducted in 2021.

After community teams write objectives, it is time to begin developing strategies. Strategies are the steps community teams will take (or activities that will be implemented) to achieve the stated objective. Strategies are always mapped directly to the behaviors you see in the community as a result of the problem (local conditions).

7 Strategies for Community Change^[iii]

Strategy	Description	Individual Strategies	Environmental Strategies
Provide Information	Presentations, workshops, brochures, billboards, social norms campaigns, town hall meetings, web-based communication	■	■
Build Skills	Refusal skills for youth; parenting skills for caregivers; professional development for teachers, police, youth workers, or other support personnel	■	■
Provide Support	Assisting others to conduct training, obtaining funding for equipment, training, reach specific target audiences	■	■
Change Access/Barriers	Access: Provide instructions and training in multiple languages; give scholarships for training Barriers: Enhance law enforcement operations	■	■
Change Consequences	Provide incentives; public positive recognition and/or increase citations/fines; change discipline	■	■
Physical Design	Permanent infrastructure to discourage violence (lighting/signage), creation of safe gathering spaces	■	■
Modify Policy	Modify large crowd ordinances; enhance health requirements/screenings	■	■

***Use the following worksheet to help create your coalition's strategies tied to your local conditions**

COMPREHENSIVE STRATEGIES WORKSHEET

Problem:

Root Cause (Why?):

Local Condition (What does the behavior look like?):

Strategy	Intervention
Provide Information	
Build Skill	
Provide Support	
Access / Barriers	
Incentives / Disincentives	
Physical Design	
Policies or Regulations	

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EVALUATION PLAN TEMPLATE

Transfer information from your logic model onto this worksheet to develop your evaluation plan. Your local conditions, root causes, and problem go under the "logic model" column and the data you mapped to each component follow in the columns to the right.

Logic Model	Measure	Baseline Data / Date	Data Source	Collection Frequency
<i>Local Conditions</i>		<input type="checkbox"/> Sensitive <input type="checkbox"/> Proximate <input type="checkbox"/> Feasible		
		<input type="checkbox"/> Sensitive <input type="checkbox"/> Proximate <input type="checkbox"/> Feasible		
		<input type="checkbox"/> Sensitive <input type="checkbox"/> Proximate <input type="checkbox"/> Feasible		
		<input type="checkbox"/> Sensitive <input type="checkbox"/> Proximate <input type="checkbox"/> Feasible		
		<input type="checkbox"/> Sensitive <input type="checkbox"/> Proximate <input type="checkbox"/> Feasible		
		<input type="checkbox"/> Sensitive <input type="checkbox"/> Proximate <input type="checkbox"/> Feasible		
		<input type="checkbox"/> Sensitive <input type="checkbox"/> Proximate <input type="checkbox"/> Feasible		
		<input type="checkbox"/> Sensitive <input type="checkbox"/> Proximate <input type="checkbox"/> Feasible		
<i>Root Causes</i>		<input type="checkbox"/> Sensitive <input type="checkbox"/> Proximate <input type="checkbox"/> Feasible		
		<input type="checkbox"/> Sensitive <input type="checkbox"/> Proximate <input type="checkbox"/> Feasible		
		<input type="checkbox"/> Sensitive <input type="checkbox"/> Proximate <input type="checkbox"/> Feasible		
		<input type="checkbox"/> Sensitive <input type="checkbox"/> Proximate <input type="checkbox"/> Feasible		
<i>Problem Statement</i>		<input type="checkbox"/> Sensitive <input type="checkbox"/> Proximate <input type="checkbox"/> Feasible		
		<input type="checkbox"/> Sensitive <input type="checkbox"/> Proximate <input type="checkbox"/> Feasible		

*Sensitive: reflect community changes; Proximate: at the community level; Feasible: can be collected multiple times

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EVALUATION COMMUNICATION PLAN TEMPLATE

Who Cares About Substance Use and Misuse?	What do we want them to do?	How will they benefit from the coalition's work?"	What data must be shared with the Audience?	How will the data be shared with the audience?
AUDIENCE	ACTION	WHAT'S IN IT FOR THEM?	INFORMATION	REPORT

SUSTAINABILITY PLAN TEMPLATE

Case Statement:

Existing Resources/Termination Dates:

What needs to be sustained?

What resources are required?

Key Strategies and Sources to Meet the Areas of Need:

Strategies	Potential Sources - Actions
1.	
2.	
3.	

Action Plan to Implement Strategies:

Task	By Who?	By When?	Resources Required	Who needs to know?
1.				
2.				
3.				

Coalition Contact Information:

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