

Action Planning Workbook

Building Your Organization's
Capacity for Primary
Prevention: Developing
an Action Plan

These materials were developed for the CDC Foundation by the Work Group for Community Health and Development, University of Kansas, and adapted by the DELTA PREP project team and consultants. Support for the materials was provided by a grant from the Robert Wood Johnson Foundation, in cooperation with the CDC Foundation.

OVERVIEW OF THE ACTION PLANNING PROCESS

1. **Convening a planning group**

2. **Vision** --- the dream

3. **Mission** ---- what and why; incorporating primary prevention

4. **Coalition Assessment:**

What are your organization's strengths for primary prevention?

Where can you improve your capacity for primary prevention?

5. **Introduction of dimensions of organizational capacity**

6. **Action Planning:** prioritizing organizational changes to build capacity for intimate partner violence (IPV) primary prevention; developing the plan; building consensus; using the plan

7. **Building organizational capacity for what?**

Improved state and community prevention capacity

CONVENING A PLANNING GROUP

Determine planning group participants:

Who would you bring together to enhance your organization's contribution to preventing IPV before it occurs?

- **Those already in the organization**
- **Other partners**

OVERVIEW OF THE ACTION PLANNING PROCESS



Stopping Violence
Before It Occurs

Vision Statements

What:

- Dreams for how things should be
- How people and conditions would look in the ideal state/community

Attributes of vision statements

- Positive and concise
- Multiple and diverse

Why develop a vision statement to more clearly articulate primary prevention of intimate partner violence (IPV)?

Some reasons:

- Draw people to common work
- Emphasize our commitment to social change
- Provide a base when developing other aspects of action plan
- Other?

What reasons for visioning are most compelling for your group?

Some example vision language for primary prevention of IPV:

- Safe communities
- Healthy relationships
- Safe places
- Supportive relationships
- Respectful relationships

How well does your organization's current vision statement incorporate primary prevention of IPV?

What would your organization/community look like if IPV was stopped before it ever occurred?

What vision statements capture the "essential why" of your organization's prevention efforts?

What challenges do you anticipate in changing your group's vision to include/expand on primary prevention of IPV?

VISION OF YOUR ORGANIZATION

CURRENT VISION:

Potential changes in vision to incorporate or strengthen focus on primary prevention of IPV:

MISSION STATEMENT TO INCLUDE PRIMARY PREVENTION OF IPV

What the group does (the essential “what”)

- Core functions
- Programs and activities

Why it exists (the essential “why”)

- Vision statement

Why incorporate IPV prevention into your organization’s mission statement?

Some reasons:

- Explain your goals of IPV prevention to others
- Attract stakeholders interested in prevention
- Other?

What reasons are most compelling for your organization?

Is the mission statement essential for guiding change in your coalition?

An example mission statement:

“The Mission of (organization) is to eliminate intimate partner violence and promote safe and healthy relationships (the essential “why”) through the implementation of prevention strategies including public education, advocacy for social and systemic change, and allocation of resources (the essential “what”).”

Mission statement criteria to consider:

- Clear- about what and why
- Concise- usually one sentence
- Outcome oriented
- Inclusive- multiple approaches

What challenges do you anticipate in changing your group’s mission statement to include primary prevention of IPV?

How might you address these challenges?

MISSION OF YOUR COALITION

CURRENT MISSION:

Potential changes in mission to incorporate or strengthen focus on primary prevention of IPV:

MISSION STATEMENT TO INCLUDE PRIMARY PREVENTION OF IPV

6 Dimensions of Organizational Capacity:

| | |
|-----------------------------------|---|
| Structures & Processes | Incorporation of primary prevention in the way the organization formally organizes and operates |
| Staffing | Incorporation of primary prevention in the way in which staff members are trained, organized and operate within the organization |
| Leadership | Support and prioritization of primary prevention among the organization's executive director, senior management and board members |
| Member Agencies | Working with member agencies to promote their primary prevention capacity |
| Partnerships | Engaging new partners or developing existing partnerships for the purpose of building and/or supporting primary prevention work |
| Financial Resources | Pursuing and attaining funding or in-kind support for primary prevention work |

Review your organization's strengths and limitations in each capacity area.

- **Consider Strengths** — areas of high importance and higher level of implementation —identify priority areas for preservation
- **Consider Problems/Limitations** — areas of high importance and lower level of implementation—identify priority areas for improvement

****What priority strengths and priority limitations need to be addressed in your action plan?**

Who should be involved in reviewing your assessment information?

How will you use the assessment information to advance your organization's IPV prevention efforts?

****See Coalition Prevention Capacity Assessment (CPCA) Survey and Companion Questions in Resource Center**

STRUCTURES AND PROCESSES

Incorporation of primary prevention in the way the organization formally organizes and operates.

Relative Strengths - Proposed organizational changes to enhance strengths

Relative Challenges - Proposed organizational changes to address challenges

STAFFING

Incorporation of primary prevention in the way in which staff members are trained, organized and operate within the organization

Relative Strengths - Proposed organizational changes to enhance strengths

Relative Challenges - Proposed organizational changes to address challenges

LEADERSHIP

Support and prioritization of primary prevention among the organization's executive director, senior management and board members

Relative Strengths - Proposed organizational changes to enhance strengths

Relative Challenges - Proposed organizational changes to address challenges

MEMBER AGENCIES

Working with member agencies to promote their primary prevention capacity

Relative Strengths - Proposed organizational changes to enhance strengths

Relative Challenges - Proposed organizational changes to address challenges

PARTNERSHIPS

Engaging new partners or developing existing partnerships for the purpose of building and/or supporting primary prevention work

Relative Strengths - Proposed organizational changes to enhance strengths

Relative Challenges - Proposed organizational changes to address challenges

FINANCIAL RESOURCES

Pursuing and attaining funding or in-kind support for primary prevention work

Relative Strengths - Proposed organizational changes to enhance strengths

Relative Challenges - Proposed organizational changes to address challenges

ACTION PLAN – MAKING THE VISION COMPLETE

Elements of an action plan

- Changes in the organization to be sought: What specific organizational changes will be sought or implemented?
- Action steps: Who will do what by when to bring about the identified changes?

Rationale: Why create an action plan?

- Focus on what can actually be accomplished
- Efficiency; not overlooking details
- Assure accountability

Examples of **organizational changes for primary prevention of IPV:

| | |
|---------------------------------|--|
| Goal/dimension | Illustrative organizational change |
| Leadership | Board member(s) with prevention expertise |
| Structures and Processes | Include specific prevention components in orientation materials |
| Staffing | Staff job descriptions include prevention responsibilities |
| Resource Development | Allocate percentage funding/budget for primary prevention |
| Partnerships | Include prevention partner(s) on standing prevention committee |
| Member Agencies | On-going training on primary prevention of IPV for member agencies |

**Review the Prevention Inventory in the Resource Center for potential organizational changes. This is not a prescriptive list, but may be helpful to generate ideas.

Select, modify and add new changes to reflect your organizational prevention capacity assessment and your situation.

- Are potential changes consistent with overall mission and vision?
- Do potential changes fit with the resources and opportunities available to your group?
- Have you anticipated resistance or barriers and how they can be minimized?
- Will the organization be better positioned to lead, support, and/or facilitate prevention of IPV?
- Mark priority changes, consider importance and feasibility
 - Focus on most important changes
 - Use feasibility to consider completion date(s)

ORGANIZATIONAL CHANGES TO BE SOUGHT

List each organizational change being considered. Rate (reflect on) the importance and feasibility of each possible organizational change. Those changes of higher importance and higher feasibility might be given a higher priority; those of higher importance and lower feasibility might be given a somewhat lower priority or longer time frame for completion. Consider the changes with the highest priority scores for inclusion in your Action Plan.

Importance = Significance of this outcome in preparing the state or community to help facilitate the primary prevention of IPV

Feasibility = Ease with which this change can be brought about and organizational capacity to support this change

***Priority** = Use an asterisk (*) to mark higher priority changes to be sought; that is, those or higher importance and feasibility.

| | Potential Organizational Change: Use an asterisk (*) to mark higher priority changes to be sought. | Importance: 1 = Low 3 = Medium 5 = High | Feasibility: 1 = Low 3 = Medium 5 = High | Priority: 1 = Low 3 = Medium 5 = High |
|---|--|---|--|---|
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| 7 | | | | |
| 8 | | | | |
| 9 | | | | |

ORGANIZATIONAL CHANGES TO BE SOUGHT

Create action steps for each priority change to be sought, describing:

- **What** will be done to bring about the change
- **Who** will carry it out
- **When** it will be completed or its duration
- **Resources** (funds, staff) needed
- **Communication:** who should know what

ORGANIZATIONAL DIMENSION: STRUCTURES & PROCESSES

Organizational Change: _____

| Action Step (What will be done) | Person(s) Responsible (By Whom: Staff and Leadership responsibilities) | Date Completed (By When) | Resources Required (At what cost) | Communication/Collaborators (Who else should know about this) |
|---|--|------------------------------------|---|---|
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| 6 | | | | |

ORGANIZATIONAL DIMENSION: STAFFING

Organizational Change: _____

| Action Step (What will be done) | Person(s) Responsible (By Whom: Staff and Leadership responsibilities) | Date Completed (By When) | Resources Required (At what cost) | Communication/Collaborators (Who else should know about this) |
|---|--|------------------------------------|---|---|
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| 6 | | | | |

ORGANIZATIONAL DIMENSION: LEADERSHIP

Organizational Change: _____

| Action Step (What will be done) | Person(s) Responsible (By Whom: Staff and Leadership responsibilities) | Date Completed (By When) | Resources Required (At what cost) | Communication/Collaborators (Who else should know about this) |
|---|--|------------------------------------|---|---|
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ORGANIZATIONAL DIMENSION: MEMBER AGENCIES

Organizational Change: _____

| Action Step (What will be done) | Person(s) Responsible (By Whom: Staff and Leadership responsibilities) | Date Completed (By When) | Resources Required (At what cost) | Communication/Collaborators (Who else should know about this) |
|---|--|------------------------------------|---|---|
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ORGANIZATIONAL DIMENSION: PARTNERSHIPS

Organizational Change: _____

| Action Step (What will be done) | Person(s) Responsible (By Whom: Staff and Leadership responsibilities) | Date Completed (By When) | Resources Required (At what cost) | Communication/Collaborators (Who else should know about this) |
|---|--|------------------------------------|---|---|
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ORGANIZATIONAL DIMENSION: RESOURCE DEVELOPMENT

Organizational Change: _____

| Action Step (What will be done) | Person(s) Responsible (By Whom: Staff and Leadership responsibilities) | Date Completed (By When) | Resources Required (At what cost) | Communication/Collaborators (Who else should know about this) |
|---|--|------------------------------------|---|---|
| 1 | | | | |
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BUILDING CONSENSUS ON THE ACTION PLAN

Key Stakeholders: Who is most significant in the development of consensus?

How Stakeholders will be engaged in refining and building consensus on Action Plan:

USING THE ACTION PLAN

The action plan is a “living document” and should be incorporated into everyday activities of the organization.

Ways we will use the Action Plan: document progress, celebrate accomplishments, facilitate accountability, other?

How it will be used to review progress and make adjustments? At what time intervals (quarterly, annually) will the action plan be reviewed?

BUILDING CAPACITY FOR WHAT?

Once you have strengthened your organization's prevention capacity, it's time to look beyond your organization and consider how it can help build state and/or community capacity for primary prevention of IPV.

Your organization's vision for the State/Community

(What would the State/community look like if success in preventing violence before it occurs was achieved?):

Key programs and policies (What specific programs and policies would help your state/community work toward the organization's vision?)

Your organization's mission and how it supports the vision for the state/community:

TYPES OF PREVENTION ACTIVITIES

A. Conduct Strategic Planning

Efforts made to create a strategic plan and conduct strategic planning that includes IPV primary prevention state/community level programs and policies with partners

B. Support or Coordinate IPV Data Collection and Analysis

Efforts made to work with data providers (e.g., researchers, government agencies) to improve state/community-level data systems related to IPV prevention

C. Educate general public or specific groups

Efforts made to provide training, technical assistance or raise awareness among groups or individuals other than coalition member agencies, staff, or board members about primary prevention of IPV

D. Target Media Channels

Efforts made to influence the amount of media coverage and/or media framing of IPV from a primary prevention and/or public health perspective

E. Inform Policy

Efforts made to educate about effective state-level policies, or programs for primary prevention of IPV

F. Support or obtain funding

Efforts made to identify funding for state or community primary prevention efforts

****Types of Changes in the State/Community Changes**

- A. New or modified state/community structure, process or system
- B. New or modified program related to the primary prevention of IPV
- C. New or modified policy related to the primary prevention of IPV
- D. New or improved media coverage related to primary prevention of IPV
- E. New or increased support or funding related to the primary prevention of IPV

**Review the Prevention Inventory in the Resource Center for potential state and community changes. This is not a prescriptive list, but may be helpful to generate ideas.

The action planning process can be used to facilitate your organization's goals to help build state and community capacity for primary prevention of IPV.

Please Note/Helpful Hint

The "Lessons from DELTA PREP: Case Study Summary" and the DELTA PREP coalition snapshots in the Resource Center are documents that provide information and examples of DELTA PREP coalitions' experiences building organizational, community and state capacity for primary prevention of IPV.