





Strategic Prevention Framework in Colorado: Key Findings from a Formative Evaluation

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Workshop Objectives

- Gain understanding of how Colorado communities have implemented the Strategic Prevention Framework (SPF), including successes and challenges in implementing each of the five steps and core principles of cultural competency and sustainability.
- Apply lessons learned to your own implementation of the SPF.



Agenda

- The Strategic Prevention Framework Model (SPF)
- Strategic Prevention Framework Implementation in Colorado
 - Overview
 - A Step-By-Step Look at Implementation
- Sustainability and Cultural Competency
- Lessons Learned
- Discussion

The SPF Model

0: Initiation

- 1: Needs Assessment
- 2: Capacity Building
- 3: Strategic Planning
- 4: Implementation
- 5: Evaluation



SPF Implementation in Colorado

Background:

- In 2004 a five year Strategic Prevention Framework State Incentive Grant (SPF-SIG) was awarded to 20 Cohort I states
- In Colorado, the grant is known as Colorado Prevention Partners (CPP).
- The purpose of the Colorado SPF-SIG Initiative is to:
 - Reduce substance abuse-related problems
 - Prevent the onset and reduce the progression of substance abuse
 - Build prevention capacity and infrastructure at the State and community levels; and
 - Develop a replicable, sustainable SPF-SIG model through the use of learning groups within and between state and community

SPF Implementation in Colorado

FY 04-05

- Selection of underage drinking as state priority
- Selection of 14 Cohort I communities based on data
- Pilot of SPF steps 1-3 in communities

FY 05-06

- Non-competitive funding
- Communities initiated the process and submitted strategic plans
- Communities linked to OMNI Regional Prevention Consultant (RPC and Evaluation Liaison)

FY 06-07

- 1st HKCS administration
- Communities implement steps 1-3

Step 1: Assessment

Step 1 – Profile of population needs, resources, and readiness to address needs and gaps

This step involves:

- profiling population needs
- collecting and reviewing data on substance abuse
- assessing available community resources
- identifying service gaps based on indicated needs
- assessing readiness to address needs and gaps

Step 1: Assessment

Colorado communities worked through this step by:

- Using ASPIRE (Assessment of Prevention Indicators and Resources online data system) to access centralized, public data.
- Administering the Healthy Kids Colorado Survey (HKCS).
- Collecting additional local data.
- Conducting a coalition assessment.
- Conducting a community readiness assessment (Tri-Ethnic Center).
- Interviewing key stakeholders.
- Conducting a community resource assessment and gaps analysis.

Step 1: Assessment

Local Implementation of Step 1:

- Data-driven decision making was not new to all communities. Many were familiar with assessing youth risk and protective factors and using this data to inform program planning.
- The SPF asked communities to gather community data on specific environmental factors linked to underage drinking.
- While there is some overlap between risk/protective and environmental factors, the environmental focus often required the review and/or collection of new data.
- Most communities included an analysis of resources and a gaps analysis.

Step 1: Assessment

Local Implementation of Step 1: Successes

- ASPIRE houses county-level data collected by state and federal agencies, which are often a helpful starting point for local needs assessments.
- HKCS data was a helpful source of more localized data.
- Communities ability to conduct comprehensive surveying efforts.
- Many communities convened a data task force or sub-committee.
- Collaboration among community groups was an important and effective component of this process.

Step 1: Assessment

Local Implementation of Step 1: Challenges

- Obtaining local data to inform needs assessment.
- Obtaining and maintaining school involvement surveying due to:
 - changes in principals and superintendents,
 - prior history of surveying,
 - and other local political concerns.

Step 2: Capacity

Step 2 - Capacity building & community mobilization to address needs

This step involves:

- mobilizing prevention resources to address the needs identified in Step 1
- planning effective prevention efforts

Step 2: Capacity

Colorado communities were encouraged to:

- Identify and engage key stakeholders, including policy makers in prevention work.
- Expand the network of service.
- Network and collaborate with other coalitions.
- Build and/or restructure a coalition and providing training to address underage drinking.
- Develop new resources that promoted greater community awareness and/or youth and school engagement.

Step 2: Capacity

Local Implementation of Step 2:

- Nearly half of the communities had existing coalitions and the process encouraged most coalitions to expand membership.
- For communities without an existing coalition a major focus of the initial years of the grant was the establishment of a cohesive and invested coalition.
- Ongoing work with Regional Prevention Consultants and the coalition assessments conducted during Step 1 helped identify missing partners.
- Recruitment methods used to help engage these missing partners included:
 - personal invitations from leaders of the project
 - holding open forums such as open houses and town hall meetings
 - hosting meetings with school staff
 - attending other groups' meetings

Step 2: Capacity

Local Implementation of Step 2:

- Projects engaged stakeholders, providers, and/or coalition members in several common ways:
 - providing trainings during coalition meetings
 - educating coalition members on prevention models such as Communities That Care (CTC)
 - bringing coalition members to Community Infrastructure meetings
- Project Coordinators and Evaluation Liaisons attended trainings and conferences to build their capacity around prevention.
- Colorado Department of Education funding helped build partnerships with the schools.
- Many communities valued the youth perspective and

Step 2: Capacity

Local Implementation of Step 2: Successes

- Some communities reported that capacity building efforts have encouraged new community stakeholders to take on leadership roles in the process.
- When communities “joined forces” with existing coalitions it generally strengthened and improved the previously existing coalition.
- Communities have learned to leverage resources by acquiring in-kind donations.
- Many communities were pleased with their relationship with school administrators and how far they had come in this relationship.
- Many communities have seen increased capacity and increased buy-in from the community and new partnerships formed or existing.

Step 2: Capacity

Local Implementation of Step 2: Challenges

- A number of projects experienced difficulty mobilizing the community around underage drinking prevention- due to local attitudes about underage drinking and/or perceptions that other community issues were more pressing.
- Some lower readiness communities struggled to get people involved in the coalition.
- While identifying that buy-in from schools and teachers is crucial to success these relationships require patience, perseverance, and planning.

Step 3: Planning

Step 3 - Developing a comprehensive strategic plan

This step involves:

- developing a strategic plan that reflects community data and responds to the needs and resources identified in Steps 1 and 2.
- selecting evidence-based programs, policies, and/or practices that create a logical, data-driven plan to address the problems identified in Steps 1 and 2.

Step 3: Planning

Colorado communities were encouraged to:

- Organize and facilitate a community wide planning process.
- Compile plan content and draft the strategic plan.
- Facilitate community, coalition and PPB decision making regarding the selection of programs, practices and policies.
- Refine the strategic plan to make it more comprehensive, strengthen the evidence base and enhance responsiveness to local conditions.

Step 3: Planning

Local Implementation of Step 3

- Given the amount of information to compile, the number of different sources of information to incorporate, and the consideration of how best to build on existing prevention infrastructure, the drafting of the strategic plan was time-intensive.
- All communities reported learning about the selection of evidence-based prevention programs, practices, and policies as a part of Step 3 implementation.
 - Factors in selecting these strategies included, data indicating needs and community readiness, the number of individuals that different strategies would reach and, the compatibility of strategies with a school-based setting

Step 3: Planning

Local Implementation of Step 3: Successes

- The majority of communities created a data driven strategic plan utilizing several sources of data to identify strategies.
- Community and coalition members were a part of the planning process.

Step 3: Planning

Local Implementation of Step 3: Challenges

- Some communities identified poor economic conditions, numerous gaps in the areas of prevention, engaging parents and schools, and sustainability of efforts as potential barriers to implementing the strategic plan.

Step 4: Implementation

Step 4 - Implement evidence-based prevention strategies

This step involves taking action to implement the strategic plan to build local prevention infrastructure and address underage drinking in the community.

Step 4: Implementation

Colorado communities were encouraged to:

- Provide staff training in strategy implementation.
- Build prevention infrastructure.
- Select and implement environmental strategies in addition to programs as part of a comprehensive approach to prevention.
- Adapt prevention strategies to the local environment and population.
- Develop an implementation plan that narrows the scope of the efforts for the year.
- Refine/revisit the plan and strategies based on evaluation data.

Step 4: Implementation

Local Implementation of Step 4

- Most communities are implementing strategies addressing underage drinking, but the scope and comprehensiveness varies.
- The scope of the target population varies.
- Most strategies are evidence-based or model/promising programs.
- The number of strategies communities are implementing varies.
- Most communities are supplementing strategies with alternative activities and information dissemination efforts.
- Some communities also are focusing on infrastructure development.

SPF Implementation in Colorado

Strategy	Number of Communities Implementing
Information Dissemination	15
Prevention Education	11
Social Marketing	9
Alternative Activities	6
Compliance Checks/Enforcement Activities	5
Policy Change and Development	6
Social Norms	3

Step 4: Implementation

Local Implementation of Step 4: Successes

- Most communities selected strategies that address the causal factors, or intervening variables, shown to be involved in underage drinking in their communities.
- All communities utilized data to some extent when selecting their strategies.
- Many communities worked to ensure that they did not duplicate efforts with their selected strategies and initiative work.
- Community readiness and climate were also considered in most communities.
- Most communities considered implementation requirements when selecting programs and strategies.

Step 4: Implementation

Local Implementation of Step 4: Challenges

- Only a few communities selected strategies or programs that may not be well designed or well planned for the community.
- Some strategies address the “issue” of underage drinking rather than problems identified through the review and analysis of data.
- Some communities have not connected their selected strategies to intervening variables.
- School district buy-in or participation.
- Challenges with staffing and/or turnover.
- Ensuring the fidelity of program implementation.

Step 5: Evaluation

Step 5 – Monitor, evaluate, sustain and improve or replace strategies

This step involves the evaluation of the implementation of the Framework and the strategies implemented in Step 4.

This includes:

- monitoring of coalition activities and community services
- assessing the fidelity of strategy implementation
- measuring prevention outcomes
- providing information that can be used to improve efforts

Step 5: Evaluation

Colorado communities participated in:

- Federal cross-site and state evaluation activities focusing on implementation of Steps 1-5 (e.g., CLI, site visits).
- Measurement of the National Outcome Measures (NOMs) through HKCS .
- Collection of monthly implementation data (e.g., services, population reached).
- Collection of environmental strategy fidelity and outcome (output) measures.
- Additional local evaluation activities (e.g., pre-post curriculum measures).

Step 5: Evaluation

Local Implementation of Step 5

- Data collection for the evaluation of prevention strategies has only been fully implemented recently due to the time it took to undergo assessment and planning, build capacity to implement strategies, and refine strategy selection.
- Communities work with an OMNI evaluation liaison and most employ a local evaluation liaison to support implementation of Steps 1 and 5.
- Most communities do not employ a professional evaluator as a local evaluation liaison but are building local evaluation capacity through this position.
- Needs assistance and evaluation support has been provided (e.g., Evaluation 101, TA on needs assessment, ASPIRE training, HKCS TA).

Step 5: Evaluation

Local Implementation of Step 5: Successes

- Communities are gathering data from various sources such as:
 - the CLI,
 - pre/post surveys
 - monthly data collection forms
- Evaluation capacity has grown in communities.
- Communities are sharing findings with the community which has helped to establish a feedback loop.

Step 5: Evaluation

Local Implementation of Step 5: Challenges

- Some communities are experiencing “survey fatigue” administering HKCS every year.
- Some schools and/or grades that participate in HKCS change across years.
- It is sometimes challenging to obtain data from those that are implementing strategies.
- Some implementation changes were not based on data collected from the needs assessment process, technical assistance, and training.
- Logic models are not consistently utilized by communities to help plan evaluation activities.
- Federal data instruments can be challenging to complete.
- It is difficult to evaluate environmental strategy efforts.

Sustainability

Sustainability in the Local SPF Process

- Sustainability should inform all steps in implementing the Framework.

Colorado communities were encouraged to:

- Consider how to sustain the Framework within community prevention work.
- Build prevention infrastructure that will sustain future prevention efforts.
- Implement and adapt prevention strategies that will be sustainable within the community.

Sustainability

Local Implementation:

- Communities are concerned about sustaining strategic plans, including:
 - local economic conditions
 - a history of short term funding and failure to sustain programs
 - gaps in prevention
 - other issue areas prioritized by community leaders
 - the resource-intensiveness of engaging schools and parents
- Some communities have begun efforts to sustain the Project Coordinator position.
- In communities without a professional evaluator, it is unclear whether evaluation capacity can be sustained.

Cultural Responsiveness

Cultural Responsiveness in the Local SPF Process

- Cultural responsiveness should inform all steps in implementing the Framework.

Colorado communities were encouraged to:

- Utilize and adapt the cultural responsiveness guidelines developed by the CPP Management Team to guide SPF implementation.
- Consider how to effectively engage different “cultural” groups within the community throughout the SPF process.
- Implement and adapt prevention strategies so that they are meaningful/useful to different cultural groups.

Cultural Responsiveness

Local Implementation

- Many communities assessed the diversity of coalition membership as well as sectors, geographic areas and subpopulations represented.
- Most communities reported addressing cultural responsiveness in Step 2 by recruiting diverse coalition members.
- Some communities developed partnerships with different cultural agencies (e.g., a center focused on a subpopulation).
- Communities also addressed cultural responsiveness by providing information resources in both English and Spanish.
- Many communities engaged youth through focus groups, youth coalitions, stipends for involvement, and other youth activities.
- Communities selected strategies that were appropriate to their target populations.

Cultural Responsiveness

Challenges in addressing cultural responsiveness included:

- Some communities struggled to engage some ethnic populations in decision-making groups and processes.
- A few communities faced some resistance from coalition members and/or community stakeholders regarding cultural responsiveness.
- Many communities expressed frustration and confusion concerning how to address cultural responsiveness.
- Many communities expressed a need for more tangible resources to support this work.

Lessons Learned

- Relationships take time to establish, build, and strengthen through networking, strategically developing new connections, and strengthening existing partnerships. Relationship building is slow and oftentimes challenging, but necessary.
- Staff turnover slows progress and impacts project stability, standardization across communities, training, loss of project history knowledge, and re-establishing rapport and establishing trust with new staff.
- Face-to-face meeting time between community staff and evaluation staff is very important for understanding cultural context and in strengthening the relationships between evaluation and community CPP staff.

Discussion

- What lessons or processes can you transfer from Colorado to your own community in implementing the Strategic Prevention Framework?
- How have you seen the steps of the SPF implemented differently?
- How have you experienced being successful with sustainability and cultural responsiveness?
- What lessons have you learned from implementing the SPF model?

Closing

- Questions?
- Comments?
- Colorado Prevention Partners Website
<http://cpp.omni.org>
- Regional Prevention Services Website
www.rpscolorado.org
