

Assessing Organizational Capacity: The Why and How



February 26, 2015

This webinar was developed by Child Trends under contract #GS-10F-0030R/HHSP23320130043G for the Office of Adolescent Health; US Department of Health and Human Services as a technical assistance product for use with OAH grant programs.

- The assessment is intended to:
 - Help organizations honestly assess capacity
 - Identify challenges
 - Develop a plan to increase capacity
- The assessment is not intended to
 - Be punitive
 - Be used by OAH to make funding decisions

Presenters



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Senior Research Scientist
Child Trends



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Research Scientist
Child Trends

- After this webinar, attendees will be able to:
 - Define organizational capacity.
 - Explain the critical role that organizational capacity assessments play in successful program implementation.
 - Complete OAH's Organizational Capacity Assessment for Teen Pregnancy Prevention.
 - Describe how the results of an organizational capacity assessment can be used to develop a plan to improve their capacity to implement an EBP.

FYN

Fayetteville Youth Network

- Features of the webinar include:
 - Interactive polls
 - Handouts
 - Q&A box
 - Resources list
 - Feedback survey

Agenda

What is it?

Why do it?

The assessment

After the assessment

- What is organizational capacity?
- Why assess organizational capacity?
- Getting familiar with the OAH Organizational Capacity Assessment for TPP
- What to do after the assessment?
- Q&A

Organizational capacity is *“the ability of an organization to fulfill its mission through a blend of sound management, strong governance, and a persistent rededication to assessing and achieving results.”*

Source: Grantmakers for Effective Organizations. (2003). Grantmakers for Effective Organizations theory of change. Washington, DC: Author.

- Have you ever been involved in a formal process to evaluate organizational capacity?

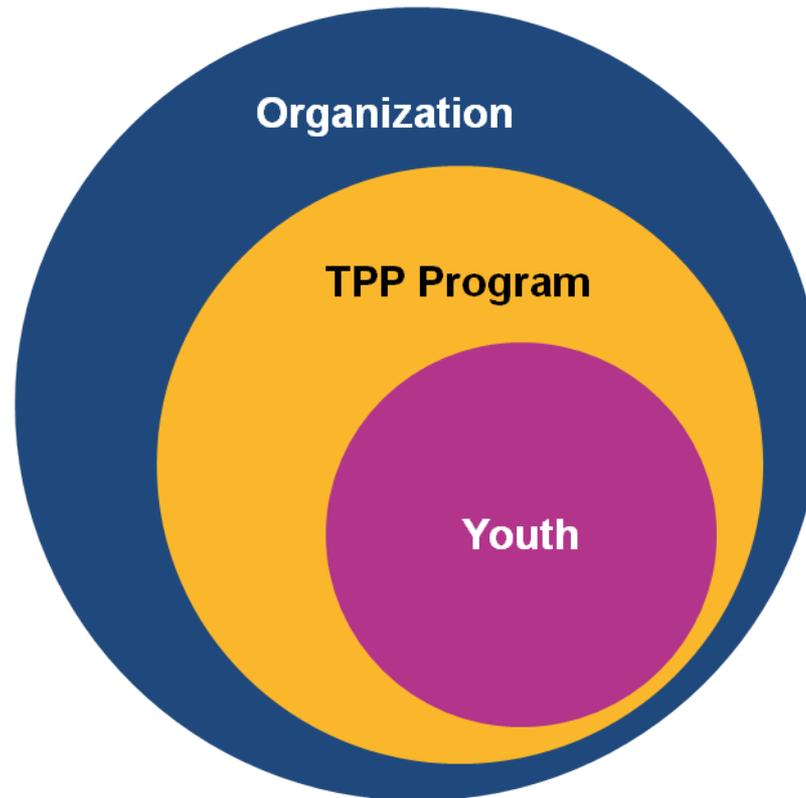
Why does the organization matter?

What is it?

Why do it?

The assessment

After the assessment



Components

What is it?

Why do it?

The assessment

After the assessment



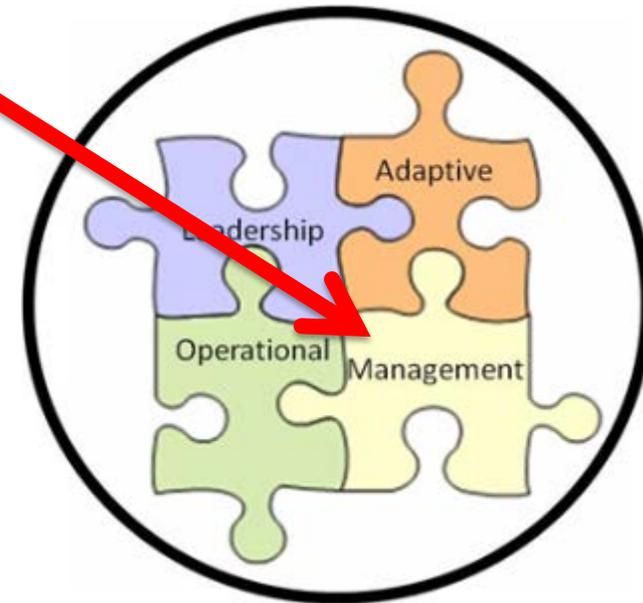
- The ability of the leadership team to develop a vision, set priorities, and inspire others in order to achieve the organization's mission
 - *Is the organization's leadership team actively involved in providing direction and inspiring others in achieving the organization's mission?*



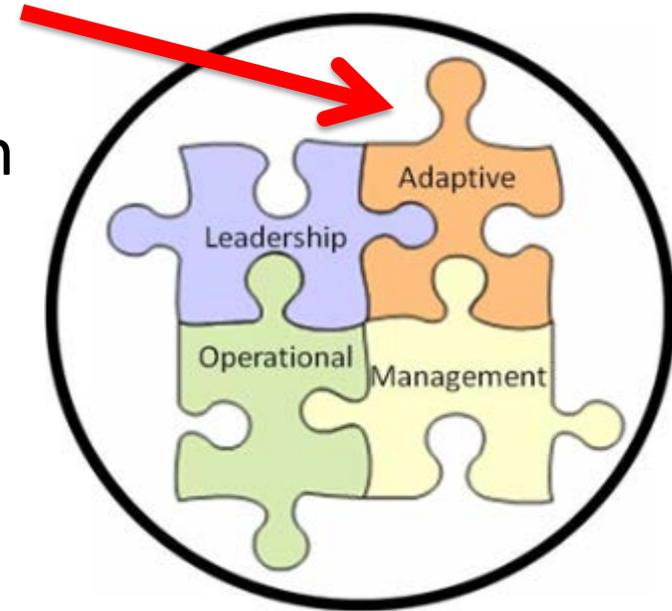
- The ability to obtain and maintain the resources – including human resources – to carry out the organization’s institutional and programmatic activities
 - *Does the organization have the people, skills, space, funding, and other “stuff” necessary to carry out institutional and programmatic activities?*



- The ability to use resources in an effective and efficient manner
 - *Does the organization implement policies and procedures that result in the cost-effective delivery of programs and services?*



- The ability to monitor and assess activities and respond to changes both within the organization and in the broader community
 - *Does the organization collect data that is used to ensure programs and services are making a difference for youth? Is the organization able to “change course” when necessary?*



What is it?

Why do it?

The assessment

After the assessment



- Why assess your organization's capacity?
 - Helps with program selection
 - Ensures that your budget is realistic
 - Identifies gaps/challenges early so you can plan ahead

- How can assessing capacity help with...
 - Staffing & materials
 - Finances
 - Management policies and practices
 - Sustainability

Sustainability resources

What is it?

Why do it?

The assessment

After the assessment

http://www.hhs.gov/ash/oah/oah-initiatives/teen_pregnancy/training/sustainability.html

The screenshot shows a web browser window displaying the 'TPP Resource Center' page for 'Sustainability'. The page has a purple navigation bar with links: Home, About Us, OAH Initiatives, Adolescent Health Topics, News, Resources & Publications, and Grants. Below the navigation bar is a pink header for 'TPP Resource Center'. The main content area is white and contains the following text:

Sustainability

The Office of Adolescent Health (OAH) has developed resources which provide guidance to help organizations achieve sustainability.

One of the most important steps is to develop a definition of sustainability for your program. Sustainability can mean different things in different contexts. For OAH, sustainability and sustainable impacts are used interchangeably; sustainability means programs can **effectively leverage partnerships and resources to continue programs, services, and/or strategic activities that result in improvements in the health and wellbeing of adolescents.** Programs may use the OAH concept or their own mission or vision statement to develop their own concept of sustainability.

OAH has determined **8 key factors** (found in the Resource Guide) that relate to sustaining impacts:

- Create an Action Plan
- Assess the Environment
- Be Adaptable
- Secure Community Support
- Integrate Programs and Services
- Build a Team of Leaders
- Create Strategic Partnerships
- Secure Diverse Financial Opportunities

OAH developed a toolkit of resources for programs and grantees. The Sustainability Framework, Assessment Tool, Resource Guide, and E-Learning Module are designed to help programs develop a sustainability plan and create sustainable impacts. Access them here:

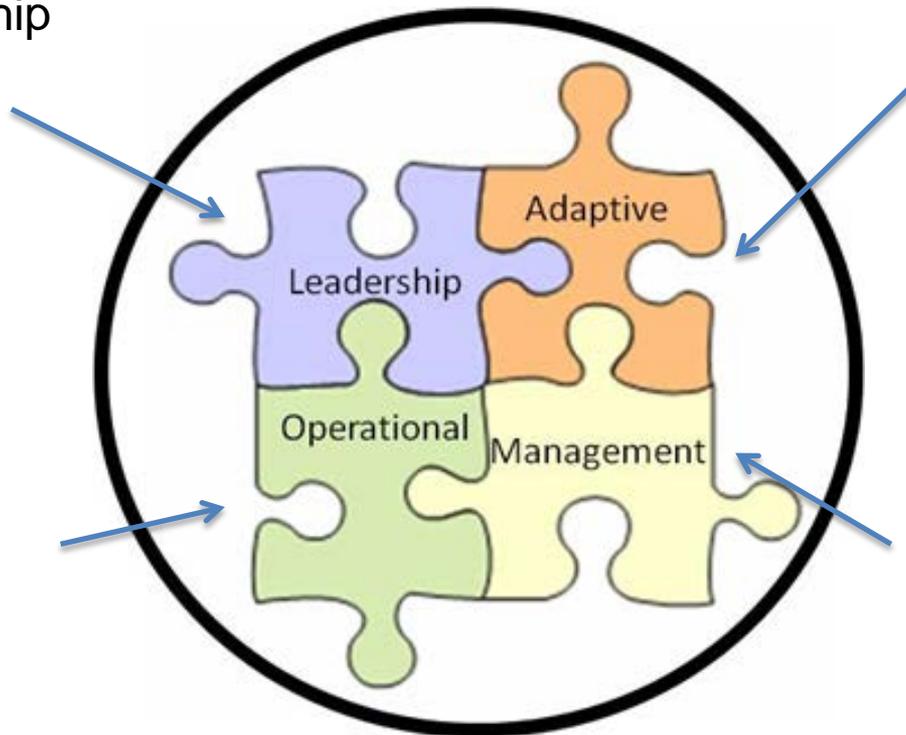
The Framework Defines OAH's concept of sustainability, the 8 key factors, and explains the academic research behind the 8 sustainability factors.

The Assessment Helps assess current sustainability efforts and where increased efforts could be made going forward. This should be used before the Resource Guide.

On the right side of the page, there are two vertical navigation menus. The top one is titled 'In TPP RESOURCE CENTER' and lists: About TPP, Training Topics, Resources, Grantee Map and Descriptions, Grantee Success Stories, Connect, and Calendar of TPP Events. The bottom one is titled 'TRAINING TOPICS' and lists: Building Collaborations, Choosing an Evidence-Based Program and Curriculum, Cultural Competence, Engaging Select Populations, Evaluation, Implementation, Performance Management, Recruitment, Retention & Engagement, Strategic Communications & Dissemination, and Sustainability.

Organizational capacity and sustainability

- Build a leadership team



- Be adaptable
- Assess the environment
- Secure community support

- Secure diverse financial opportunities

- Integrate program services into local infrastructure
- Create strategic partnerships

- Create an action plan!

- How was OAH's assessment developed?
 - Reviewed literature on organizational capacity
 - Reviewed multiple existing organizational capacity assessments
 - Ensured that items reflected the particular needs of TPP programs
 - Obtained input from current TPP grantees for relevance and time burden

Organizational Capacity Assessment for TPP

What is it?

Why do it?

The assessment

After the assessment



Organizational Capacity Assessment for Teen Pregnancy Prevention (TPP)

What is the Organizational Capacity Assessment for Teen Pregnancy Prevention (TPP)?

This assessment is intended to guide you through a process of assessing your organization's strengths and challenges related to implementing your Teen Pregnancy Prevention (TPP) program. Some questions relate to general organizational resources; others are specific to your TPP program. It is important to adopt a team approach to the completion of this assessment. Involving multiple individuals with various perspectives and ensuring that team members have adequate time to collect accurate and comprehensive data will help you obtain meaningful results. The assessment covers:

Leadership capacity – These items assess how well your TPP program aligns with your organizational mission and the capacity of your organization's leadership team to support your TPP program.

Operational capacity – These items assess whether your organization has sufficient funding for general operations as well as the necessary resources to implement your TPP program.

Management capacity – These items assess whether your organization effectively and efficiently manages financial resources, staff performance, and strategic relationships with partner organizations.

Adaptive capacity – These items assess how well your organization uses data to achieve sustainable impacts and meet the changing needs of your community.

http://www.hhs.gov/ash/oah/oah-initiatives/teen_pregnancy/training/Assests/organizationalcapacity-assessment.pdf

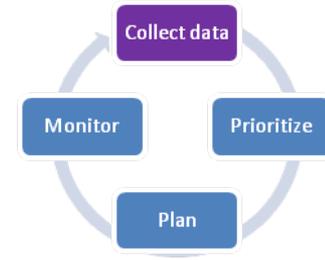
Assessment overview

What is it?

Why do it?

The assessment

After the assessment



Leadership Capacity	8 items
Operational Capacity	10 items
General operations	1-6
TPP program-specific operations	7-10
Management Capacity	16 items
Human resources	1-7
Managing financial resources	8-10
Managing strategic partnerships	11-16
Adaptive Capacity	10 items
TOTAL	44 items

Organizational capacity and TPP

What is it?

Why do it?

The assessment

After the assessment



Organizational Capacity and Teen Pregnancy Prevention (TPP)

What is organizational capacity?

Organizational capacity is “the ability of an organization to fulfill its mission through a blend of sound management, strong governance and a persistent rededication to assessing and achieving results”¹. A number of frameworks have been developed to help organizations define and assess their organizational capacities. The Conservation Company² has developed one such framework which has been adopted by a number of non-profits and funders. It consists of the following four capacities:

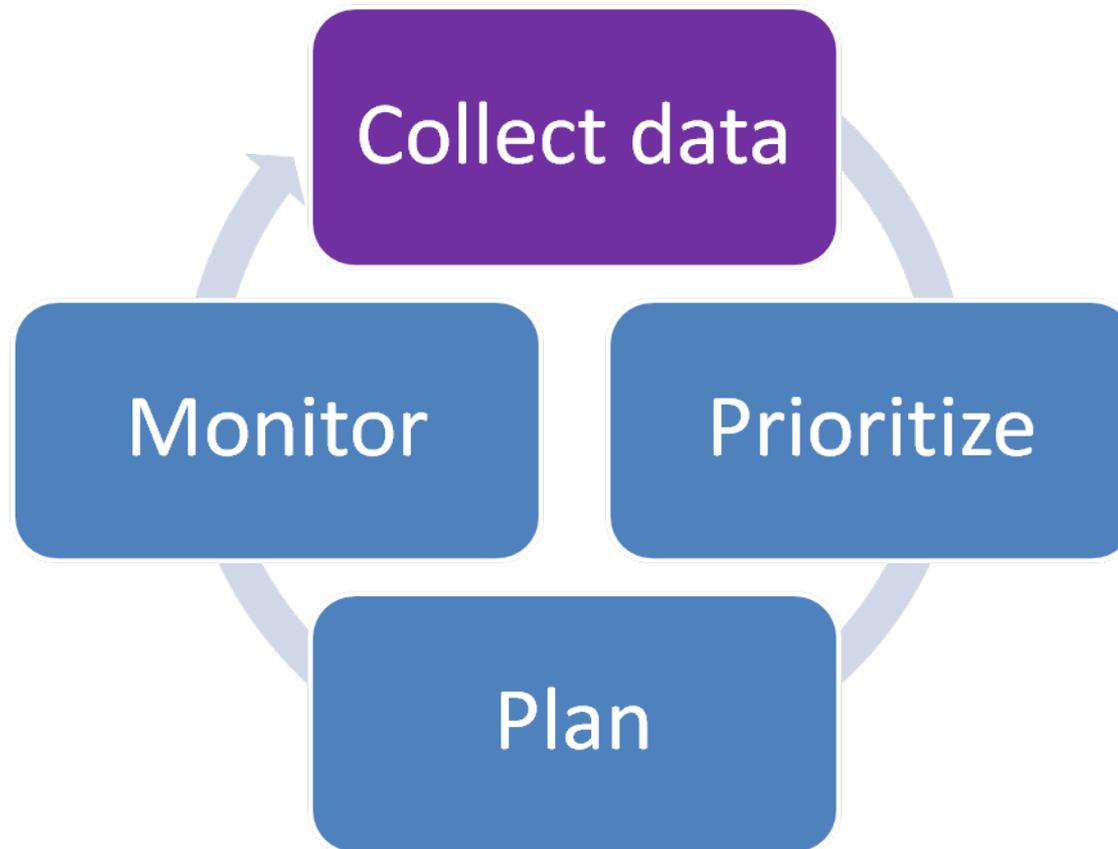
Leadership capacity – The ability of the leadership team to develop a vision, set priorities, and inspire others in order to achieve the organization’s mission. *Is the organization’s leadership team actively involved in providing direction and inspiring others in achieving the organization’s mission?*

Operational capacity – The ability to obtain and maintain the resources – including human resources– necessary to carry out the organization’s institutional and programmatic activities. *Does the organization have the people, skills, space, funding, and other “stuff” necessary to carry out institutional and*

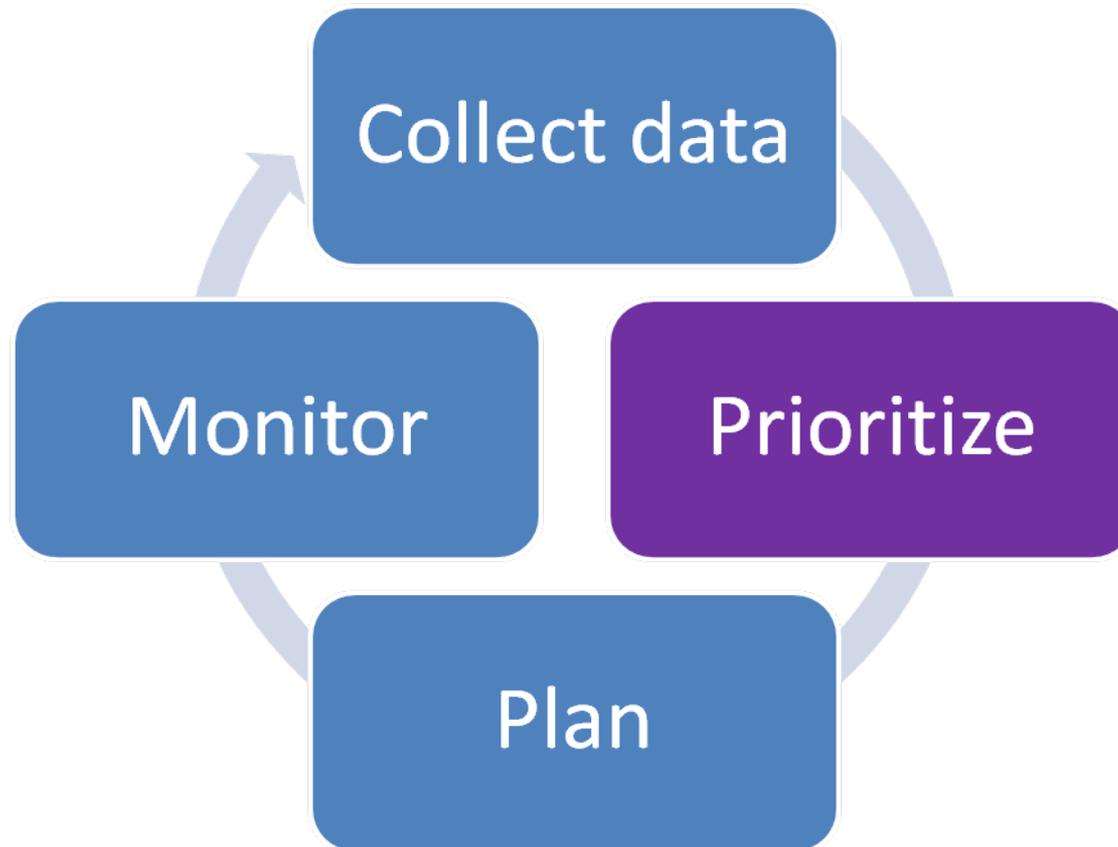


http://www.hhs.gov/ash/oah/oah-initiatives/teen_pregnancy/training/Assests/organizationalcapacity-background.pdf

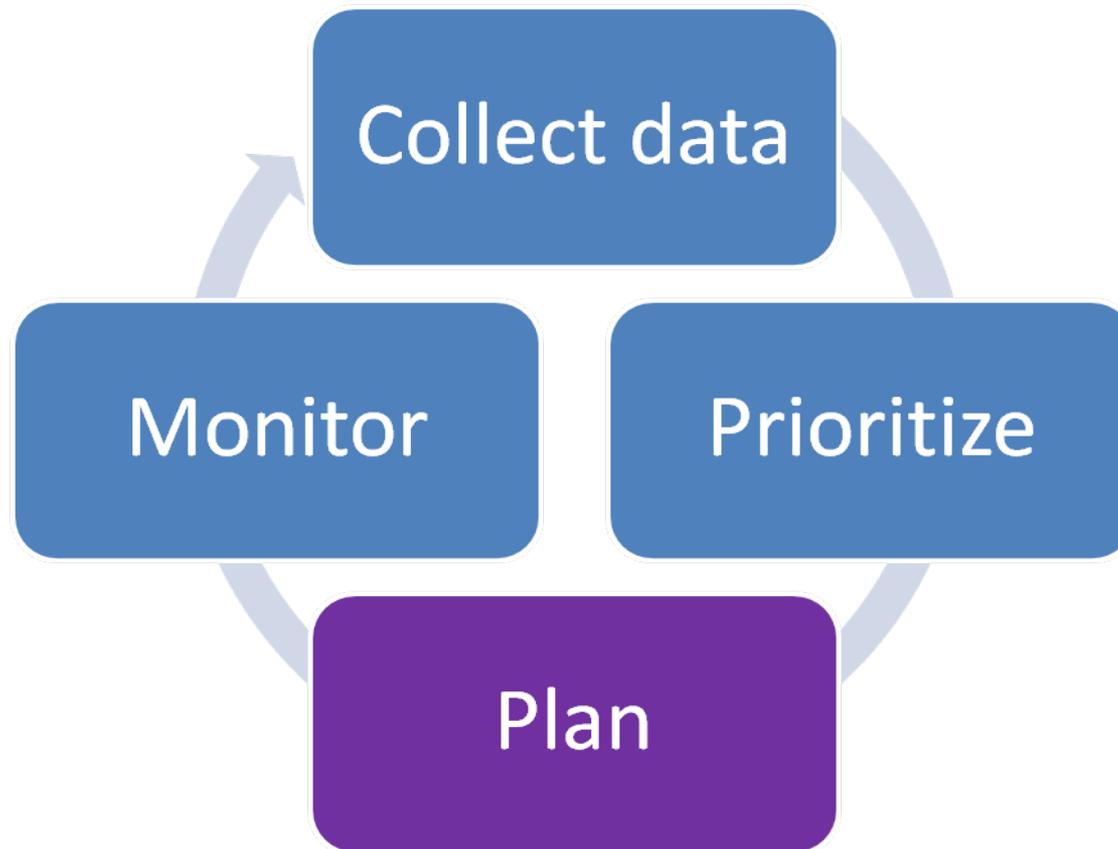
- Making your assessment work for you!



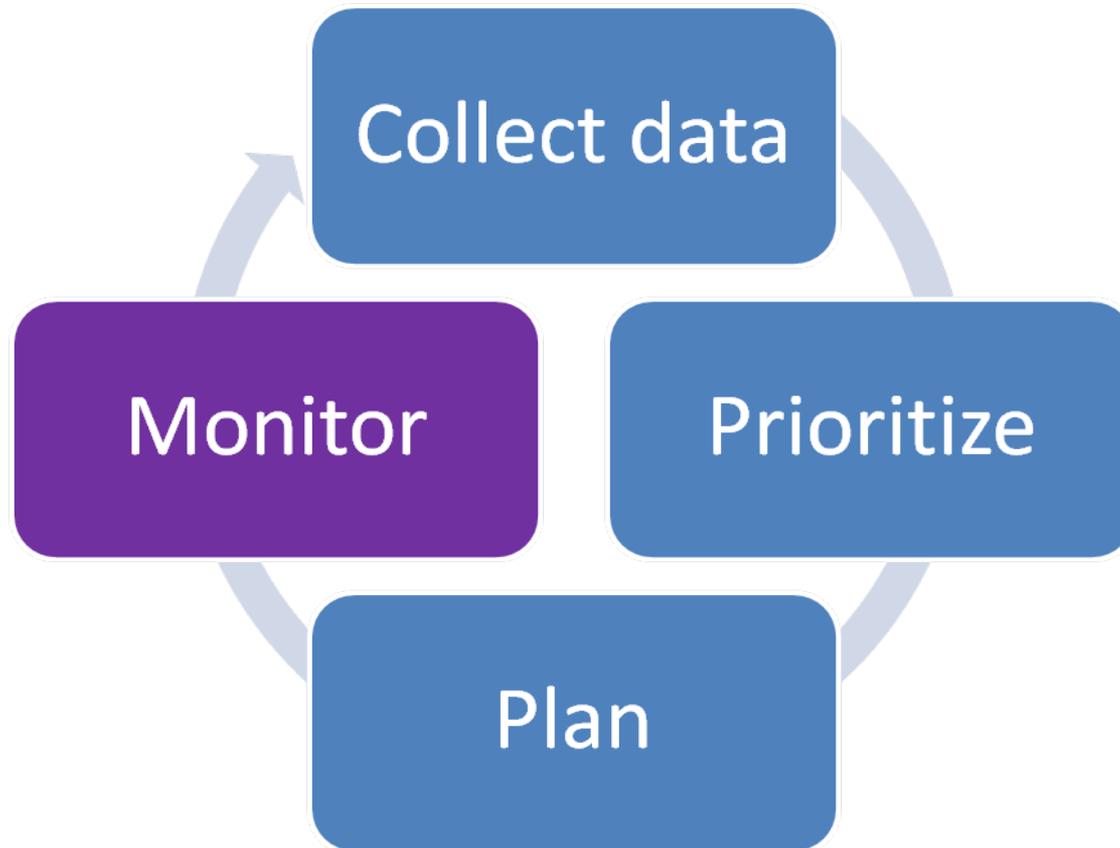
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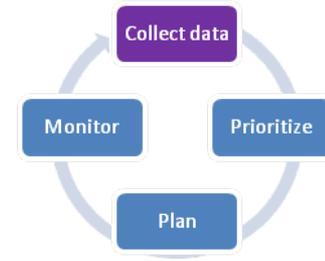


- Making your assessment work for you!



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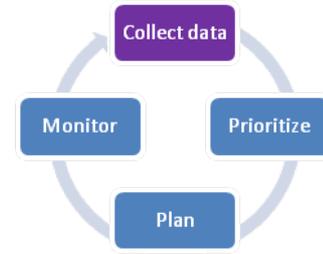




- Timing
 - Before selecting a TPP program
 - While implementing a TPP program

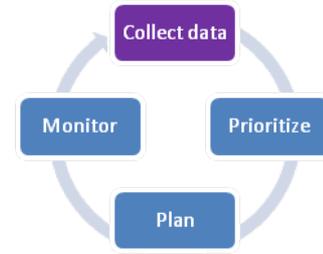
- Identifying team members

- Leadership team
- Program staff
- Management staff
- Finance staff
- Others (e.g., youth, community partners, etc.)

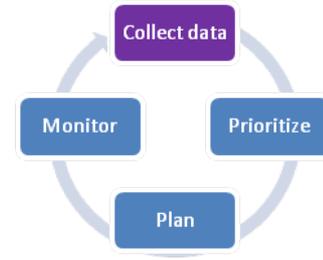


• Fayetteville Youth Network

- Administrative
 - Executive director
 - Administrative assistant
- Afterschool program
 - 1 program manager
 - 12 team leaders
 - 36 program staff
- Substance abuse program
 - 1 program manager
 - 4 counselors
 - 6 case manager
- Total staff = 62



- Invite team members
 - Send assessment ahead of time
- Initial meeting
 - Invite staff with authority to access data and/or assign tasks
 - Assign specific items
 - Set follow-up meeting (allow 1-2 weeks for data collection)



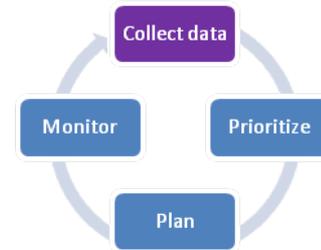
Scoring

What is it?

Why do it?

The assessment

After the assessment



Leadership Capacity (8 items)

The following items will help you assess how well your proposed activities align with your organizational mission and the capacity of your leadership team to support your activities.

		Does not describe us	We're getting there	Describes us well
1	Our organizational mission is specific with regards to our purpose, target population, scope, and what we expect to accomplish. Provide examples of how your mission statement is interpreted by staff and how it is used to guide daily operations:	0	1	2
2	Our TPP program aligns with our organization's mission in terms of target population and long-term outcomes. Summarize how your TPP program aligns with the mission of your organization:	0	1	2
3	Our Executive Director (ED) and leadership team are energetic and demonstrate a commitment to the goal of reducing teen pregnancies in our community. Provide examples (e.g., ED makes presentations around the community about the importance of teen pregnancy prevention, etc.):	0	1	2
Leadership Capacity Score (Sum Items 1-8):		_____ / 16 = _____ %		

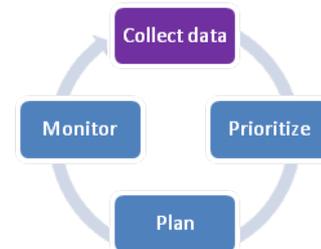
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The assessment

After the assessment



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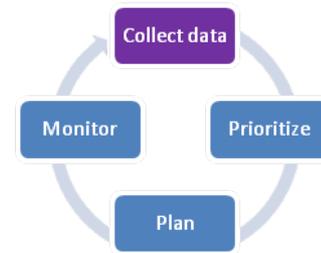
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Why do it?

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After the assessment



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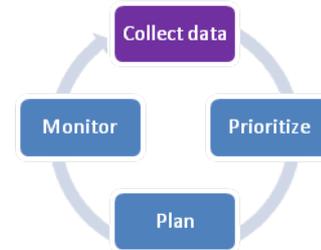
Scoring

What is it?

Why do it?

The assessment

After the assessment



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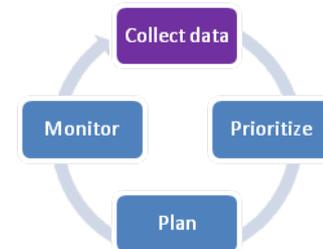
Scoring

What is it?

Why do it?

The assessment

After the assessment



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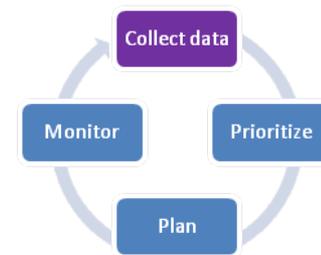
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What is it?

Why do it?

The assessment

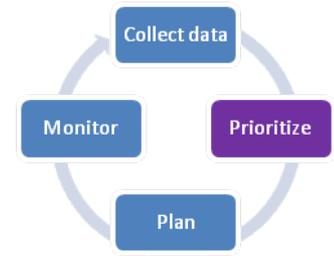
After the assessment



Adaptive Capacity (10 items)

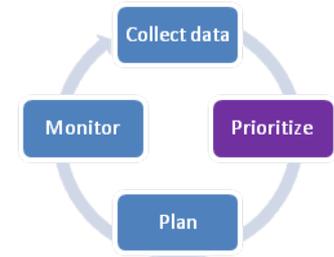
The following items will help you to assess your organization's general capacity to collect and use data to improve performance and achieve sustainable impacts.

		Does not describe us	We're getting there	Describes us well
1	Our organization's performance management database provides immediately accessible ("real time") reports for all programs. Summarize the types of reports that are available to monitor program quality (program attendance, participant short-term outcomes, staff activities, etc.):	0	1	2
2	Our organization has staff dedicated to the implementation and maintenance of our performance management data system who can provide training and assistance to other staff. Summarize the amount of staff time dedicated to the performance management data system on a weekly basis (e.g., 1 full-time employee (FTE)):	0	1	2
3	Our organization has staff who analyze data in an ongoing way for quality improvement. Summarize the ways in which your organization employs data to improve performance:	0	1	2



- Data review meeting to set priorities

- If feasible, ask team members to forward data to entire team 1-2 days in advance.
- Allow ample time for discussion of findings.
 - Consider 2-3 hours for this meeting.
 - If your team is larger than 6-8 members, consider breaking out into smaller groups based on the 4 capacities.



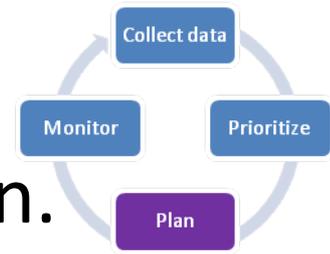
- Data review meeting (continued)
 - As a team, identify priorities.
 - May be based on scores, current stage of program implementation, or other contextual factors
- Schedule planning meeting.
 - This may involve different/fewer staff.



- Planning meeting(s)

- If multiple priorities were identified, sub-teams can be assigned particular priorities.
- Ensure that staff with authority to implement plan are involved early on.

- Schedule a follow-up meeting with relevant staff to develop an integrated plan.



- Plans should include:
 - Specific targets (SMART)
 - Specific
 - Measureable
 - Achievable
 - Realistic
 - Time-oriented
 - Specific point person

- Monitoring meeting(s)
 - Schedule meetings with relevant staff to monitor progress.
 - Assign a specific point person for each goal.
 - Regularly schedule meetings with relevant staff to review progress.
 - Meetings may be more frequent at the beginning.



FYN - scoring

The following items will help you assess your organization's capacity to manage partnership relationships.		Does not describe us	We're getting there	Describes us well
11	<p>Our organization has a number of relationships with community partners that effectively enhance our ability to engage with youth in our target population and/or increase our ability to mobilize resources. Provide examples of some past and current partnerships:</p> <p>School district, local health clinic</p>	0	1	2
12	<p>Our organization develops specific criteria when seeking to identify potential strategic partnerships with other organizations. Summarize your partnership criteria:</p> <p>We look for a specific set of resources in a partner and make sure to include those things in an MOU.</p>	0	1	2
13	<p>We have examined our need for partnerships to carry out our TPP program and have identified potential partner organizations. List some potential partners and the need they are expected to fill:</p> <p>Local health clinic – expertise in TPP</p>	0	1	2
14	<p>We have established strategies to ensure high quality program delivery among partner organizations, including providing training when relevant. Summarize your strategies for ensuring that partners are able to deliver high-quality services:</p> <p>We write expectations in the MOU but don't really check to make sure they have the capacity to follow through. We just assume that they can do it if they sign the MOU.</p>	0	1	2
15	<p>We have established formal and informal strategies to ensure effective communication with partner organizations. Summarize your strategies for maintaining effective communication with partner organizations, including frequency:</p> <p>We communicate well at beginning, but then it falls off. For example, very little communication with school staff in current afterschool program. Teachers don't return student progress forms.</p>	0	1	2
16	<p>We have established strategies for measuring the effectiveness of partnerships (e.g., monitoring program referrals/recruitment, assessing the quality/fidelity of program activities, etc.). Summarize your strategies for evaluating effectiveness of partnerships:</p> <p>We write expectations in the MOU but don't really have policies for what to do if we don't think our partner is meeting expectations. This has been a problem in the past.</p>	0	1	2
<p>Managing Strategic Partnerships Score (Sum items 11-16): _____/12 = _____%</p>				

FYN -scoring

The following items will help you assess your organization's capacity to manage partnership relationships.		Does not describe us	We're getting there	Describes us well
11	<p>Our organization has a number of relationships with community partners that effectively enhance our ability to engage with youth in our target population and/or increase our ability to mobilize resources. Provide examples of some past and current partnerships:</p> <p>School district, local health clinic</p>	0	1	2
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Managing Strategic Partnerships Score (Sum items 11-16):		6	/12 =	50 %

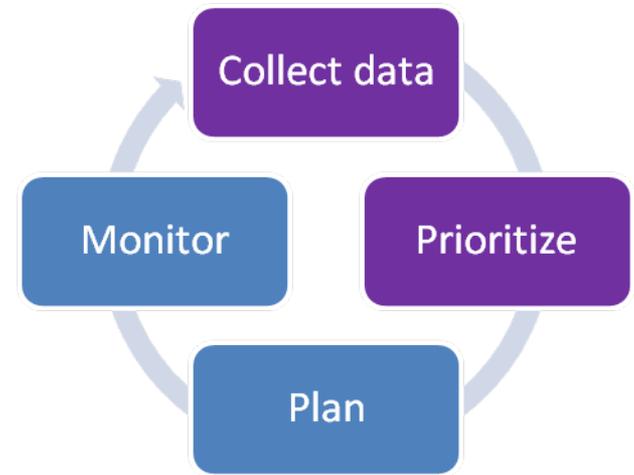
- What happened next?
 - The executive director, program managers, and one case manager who had previously worked at a local health clinic formed a planning group.
 - Money was built into the TPP budget for:
 - Training for partner organizations
 - An upgraded data system for one partner organization with no electronic database
 - Quarterly in-person meetings during the first year
 - MOUs explicitly list how partner performance will be evaluated

1. Collect data

- Identify team members
- Assign items

2. Prioritize

- Meet to review data
- Identify priorities

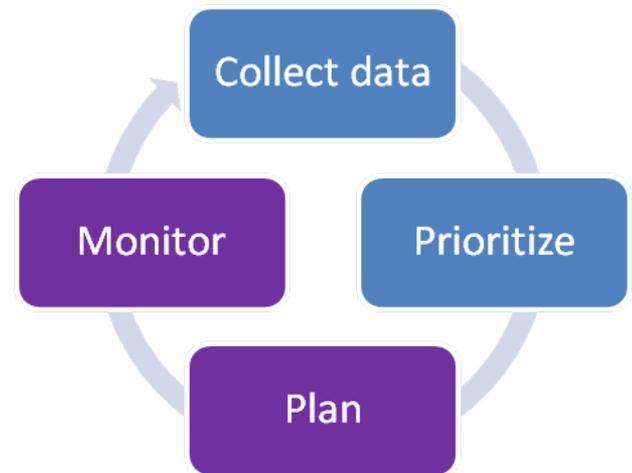


3. Plan

- Develop a plan
- Ensure leadership buy-in

4. Monitor

- Implement plan
- Assign responsibility
- Monitor progress
- Make adjustments as needed using data



- Define organizational capacity.
- Explain the critical role that organizational capacity assessments play in successful program implementation.
- Complete OAH's Organizational Capacity Assessment for Teen Pregnancy Prevention.
- Describe how the results of an organizational capacity assessment can be used to develop a plan to improve capacity to implement an EBP.

Questions?



Organizational Capacity and Teen Pregnancy Prevention

http://www.hhs.gov/ash/oah/oah-initiatives/teen_pregnancy/training/Assests/organizationalcapacity-background.pdf

Organizational Capacity Assessment

http://www.hhs.gov/ash/oah/oah-initiatives/teen_pregnancy/training/Assests/organizationalcapacity-assessment.pdf

Needs and Resources Assessment Tip sheet:

http://www.hhs.gov/ash/oah/oah-initiatives/teen_pregnancy/training/tip_sheets/needs-assessment-508.pdf

Performance Management Assessment:

http://www.hhs.gov/ash/oah/resources-and-publications/learning/performance_mgmt/index.html

Performance Management Tools:

http://www.hhs.gov/ash/oah/oah-initiatives/teen_pregnancy/training/performance-management.html#program

Collaboration Toolkit:

<http://www.hhs.gov/ash/oah/resources-and-publications/learning/coll-tk/index.html#.U3pWoPldWfU>

Sustainability Resources:

http://www.hhs.gov/ash/oah/oah-initiatives/teen_pregnancy/training/sustainability.html

- Topic: Positive Youth Development Practices and Teen Pregnancy Prevention Programs
 - April 7th
 - 2:00-3:00pm EST

FEEDBACK

