Prevention
Training
Technical
Assistance
Service
Center

12 Sector Collaboration Series

Business

Overview

Often, community substance prevention issues are too large and complex for any one agency or organization to tackle. In these circumstances, putting together a coalition of groups and individuals can be an effective strategy for impacting programs and policies - in schools, business, government, and other relevant sectors - that are needed to solve an identified set of objectives or achieve shared goals.

This training places the Strategic Prevention Framework into the context of the 12 Stakeholders Sectors within coalition prevention work.

This Presentation will

- Walk you through the Business Sector within the SPF Model

- Gain knowledge of the different levels of sector involvement

- Learn from a shared experience though a coalition speaker representing that sector

- Identify ways to engage with the sector

- Identify barriers to deeper levels of participation of the sector and how to overcome them

- Provide you several tools around the 12 Sectors as used within commonly used Evidenced Based Strategies

- Time for Q and A

Strategic Prevention Framework (SPF)

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.

The SPF includes these five steps:

1 . **Assessment:** Identify local prevention needs based on data. What is the problem?

2 . **Capacity:** Build local resources and readiness to address prevention needs. What do you have to work with?

3 . **Planning:** Find out what works to address prevention needs and how to do it well What should you do and how should you do it?

4 . **Implementation:** Deliver evidence-based programs and practices as intended. How can you put your plan into action?

5 . **Evaluation:** Examine the process and outcomes of programs and practices (Is your plan succeeding?)

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

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

Business Sector

Representatives of a business-related organization

- Examples include:
  - Chamber of Commerce
  - Locally Owned Businesses
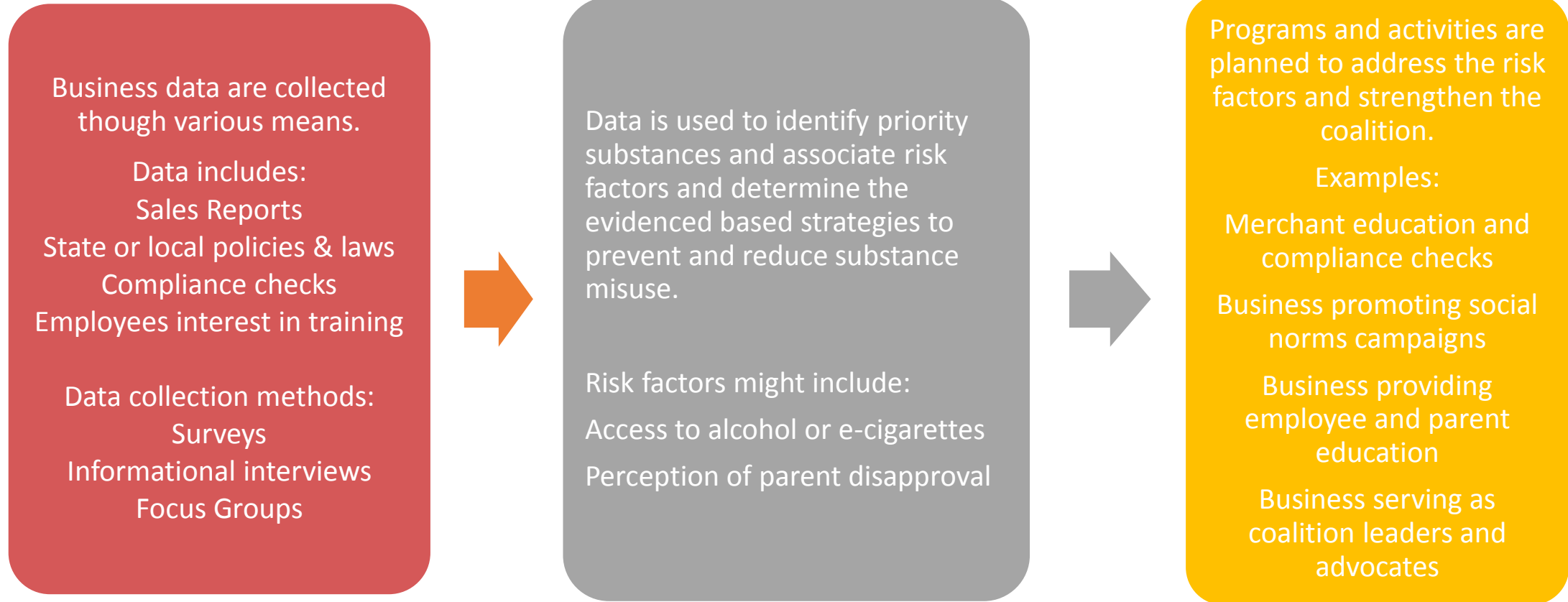 - Community Merchants
  - Related Connection- Rotary

Resource Links:

- To find your Chamber of Commerce: https://www.uschamber.com/co/chambers/connecticut
- To find contact information for all active liquor licensees in the state or community: https://www.elicense.ct.gov/Lookup/LicenseLookup.aspx
- To find a Rotary Club near you: https://my.rotary.org/en/club-search

- Provide Business Perspective around Prevention
- Support policy by testifying to policymakers and advocating for prevention
- Host and Participate in Events
- Donate money or services to support the development and implementation of local strategic plans.
- Encourage employees to serve on boards or be members of community-based prevention organizations.
- Support community social norms campaigns.
- Provide mentoring and career opportunities for youth.
- Merchant Training for Employees on underage sales
- Other

Poll #1: Which of the following activities does the business sector in your community participate in?

Needs Assessment

Business data are collected though various means.

Data includes:
Sales Reports
State or local policies & laws
Compliance checks
Employees interest in training

Data collection methods:
Surveys
Informational interviews
Focus Groups

Data is used to identify priority substances and associate risk factors and determine the evidenced based strategies to prevent and reduce substance misuse.

Risk factors might include:

Access to alcohol or e-cigarettes

Perception of parent disapproval

Programs and activities are planned to address the risk factors and strengthen the coalition.

Examples:

Merchant education and compliance checks

Business promoting social norms campaigns

Business providing employee and parent education

Business serving as coalition leaders and advocates

State Alcohol Sales Reports 2020

National E-cig Sales

Capacity

Building capacity focuses on resources and readiness. Identifying existing and new resources helps the coalition and strengths the community's readiness to implement prevention work. Examples of how the Business leaders and employees can support coalitions by:

- Attend coalition meetings to educate members how substance misuse impacts their business and employees

- Assist with coalition strategic planning including assessing current prevention initiatives and collaborating on filling gap

- Provide marketing support for the coalition and initiatives

- Educate coworkers and networks about coalition programs at the workplace and in the community

- Conduct employee training

- Share prevention messages and support social marketing campaigns

- Donate funds, printing, meeting or training space, marketing, etc.

Planning

Once the needs assessment phase is complete and the coalition has identified its priority prevention areas and risk factors, a plan is created to identify strategies and activities that address those needs. Prevention strategic plans include:

- Evidence based strategies that are effective in reducing substance use amongst youth and increase awareness of the issues. These strategies are "best fit" – they address the substance and risk factors and will work in this specific community.

- Measurable goals and objectives, several strategies that are ongoing and reinforce each other, and an evaluation plan to measure effectiveness of the strategies and whether goals were met.

- Engage additional sectors to collaborate on the planning phase and how they will collaborate in the coalitions plans.

Implementation

- Once the priority areas are determined, a plan has been created, and all sectors have been engaged the coalition will determine its timeline to implement the strategies.

- Alternating day, night and weekend events will allow for broad community attendance at your events. Ask sectors for their input.

- Ensure all sectors and members are aware of your events. There has been communication though various tools; email, social media accounts, school e-blasts, town distribution. Ask sectors to promote events and initiatives through their channels.

- Keep track of your attendance and demographics for reporting purposes.

- Businesses include prevention and substance use education and policies in the workplace.

Evaluation

Collect data on your impact to share your success.

Process data ensures the program was implemented as intended.

Outcome data helps identify if selected strategies contributed to changes in risk factors and substance misuse.

Refer to the business data sources utilized in your needs assessment.

Once you have the results from your data sources, create a presentation that displays your change over time on the goals and strategies you set during your needs assessment and planning phases.

Identify the areas where you were successful and the areas that are still in need of further focus and intervention.

Sustainability and Cultural Competency

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.

Cultural Competency

By considering culture at each step, planners can help to ensure that members of diverse population groups can actively participate in and benefit from prevention practices .

Describe how the business sector contribute to the role of cultural competency within your organization.

| Dive deeper into your data to look for hidden or underserved populations. | Are there demographic changes happening in your community? | Hold focus groups with businesses
Identify diverse businesses and employees to invite to participate | Are materials available in multiple languages? |
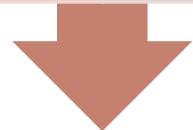
Link to Opportunities to Integrate Cultural Competency Across the SPF steps Chart

Sustainability

Sustainability is the capacity of a community to produce and maintain positive prevention outcomes over time. To maintain positive outcomes, communities will want to sustain an effective strategic planning process as well as those programs and practices that produced positive prevention results.

Describe how the business sector contribute to the sustainability of your organization.

Work toward partners owning prevention initiatives.

What training, technical assistance and resources do they need?

Identify sector champions to lead and generate enthusiasm.

Recognize the businesses for their partnership, policies and participation in prevention efforts.

Link to How the SPF Contributes to Sustainability Chart

Coalition Shared Experience & Speakers

Cathy Hazlett, Fairfield CARES. Engaging Fairfield Merchant Retailers in the *#Let'sMentionPrevention* Social Marketing Campaign.

James Olsen, East Hampton Prevention Partnership. Graphic Designer Collaboration and Business Exposure through Prevention Partnerships

Moderator NOTES:

- Introduction of Coalition and Sector Representative.

- Both provide an overview of the business sector role within the coalition.

Describe how the business sector plays across the SPF model within the coalition.

- What data and strategies has the business sector played a part in within the coalition and broader community?

- Were there any particular areas of the SPF that you found the business sector particularly impactful?

- What have been the results or outcomes of the sector in the coalition? Share some of your goals and achievements in those areas.

How has being a part of the coalition benefitted the business or business community?

What are some success stories you can share of the collaboration between the coalition and the business sector? Feel free to share successes over the duration of your partnership, as well as how your collaboration has evolved more recently during the time of COVID-19.

SECTOR LEVELS OF INVOLVEMENT

| No Involvement | Networking | Cooperation | Coordination | Collaboration |
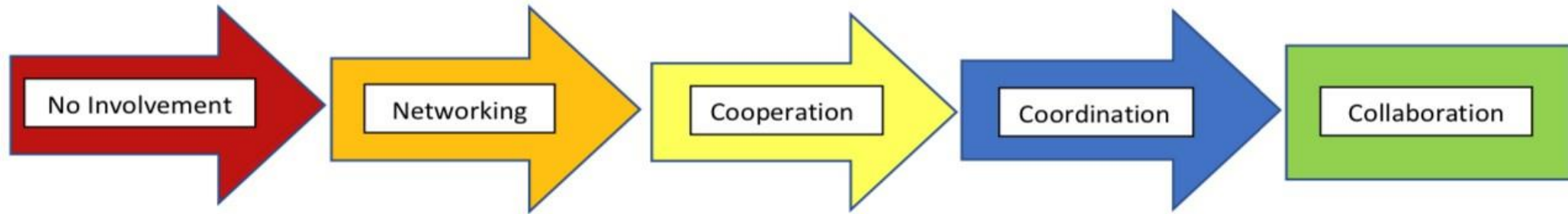
Potential community partners will have varying levels of interest and/or availability to participate in prevention efforts. Some may be willing to help out with specific tasks, while others may be willing to take on leadership roles. Some participation options for prevention stakeholders are included below.

- **No involvement**: Stakeholders engage in separate activities, strategies, and policies. For example, "You do your thing, we'll do ours."

- **Networking**: Stakeholders share what they are doing during interagency meetings. They talk about community issues in which they all have a stake or communicate about existing programs, activities, or services. For example, "Let's talk and share information."

- **Cooperation**: Stakeholders publicize one another's programs in agency newsletters, write letters in support of one another's grant applications, co-sponsor trainings or professional development activities, and/or exchange such resources as technology expertise or meeting space. For example, "I'll support your program, and you'll support mine."

- **Coordination**: Stakeholders serve together on event planning committees and community boards or implement programs and services together. For example, "Let's partner on an event."

- **Collaboration:** Stakeholders create formal agreements (e.g., memoranda of understanding or contracts). They develop common data collection systems; partner on joint fundraising efforts; pool fiscal or human resources; and create common workforce training systems. For example, "Let's work together on a comprehensive plan to address the issue. After all, our missions overlap."

- **Discuss how the business sector can be engaged in these levels of involvement.**

 Levels of Engagement Tool provided at the end of this presentation.

Poll # 2 What level of involvement would you place the business sector in your prevention work?

14
12/9/20

Barriers To Engagement

Poll Question:

What are some of the common barriers to engagement with the business sector that you have experienced?

- Lack of business participation in the past
- Dominance by professionals within the coalition
- Availability of members of the business sector to actively participate
- Poor links to the business sector
- Minimal organizational capacity to engage the sector
- Funding (too much or too little)
- Creating and sustaining leadership within the group
- Other

Poll Question #3:
What are some of the common barriers to engagement with
the business sector that you have experienced?

Engaging the Sector

The following list includes some of the ways to approach people and organizations in the community with information about, and invitations to participate in, prevention efforts:

- Create a business recruitment flyer and interest form
- Invite business employees or owners to attend and speak at community meetings and events
- Host business based focus groups on substance use prevention initiatives and for their insight on current trends
- Ask for their insight on workplace policy provisions
- Share how businesses can benefit from coalition membership
- Anticipate and overcome roadblocks
- Recognize businesses that participate in prevention efforts through various communication mechanisms to eleveate their community profile

Included below are different ways to encourage businesses who are already engaged to become more involved in prevention efforts:

- Extend invitations to attend future prevention events and activities
- Maintain relationships by keeping stakeholders informed of prevention activities and progress made
- Plan on a consistent schedule for meetings and activities
- Assist businesses to incorporate prevention messages into their advertising and into signs and posters at the workplace

Poll Question #4: **Identify at least 2 ways in which you think your coalition could further engage this sector in your community coalition work?**

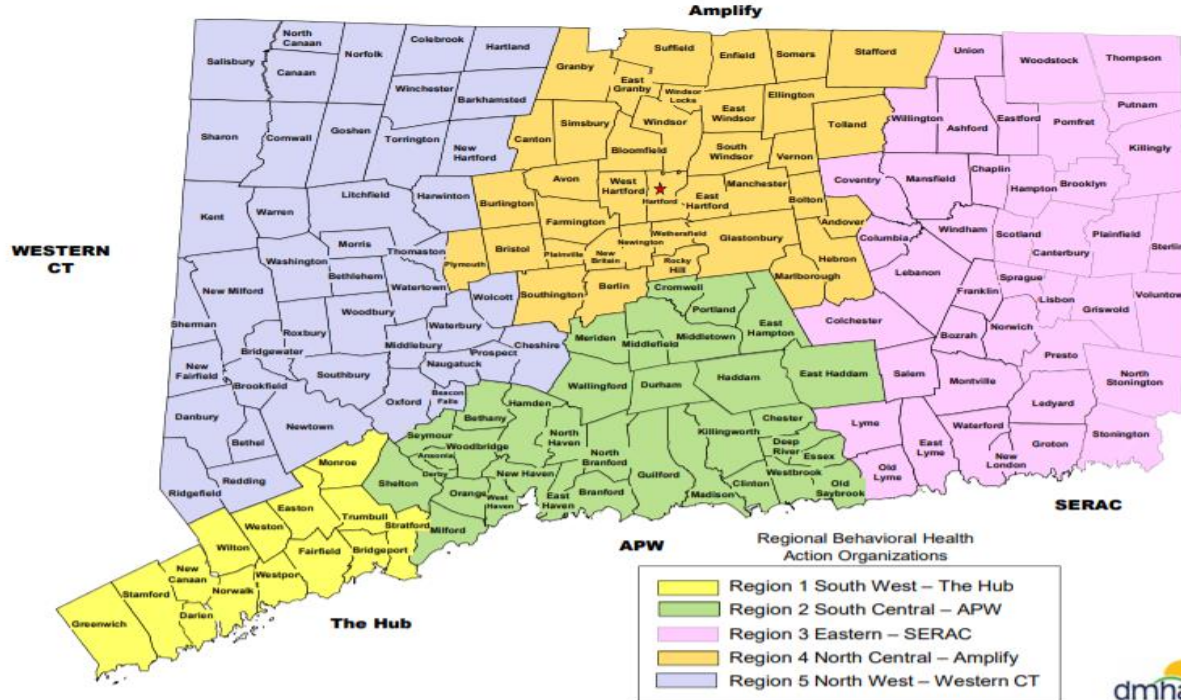# Regional Behavioral Health Action Organizations

https://www.thehubct.org/   https://www.apw-ct.org/   https://www.seracct.org/   https://amplifyct.org/   https://www.wctcoalition.org/

Regional Behavioral Health Action Organizations

- Region 1 South West – The Hub
- Region 2 South Central – APW
- Region 3 Eastern – SERAC
- Region 4 North Central – Amplify
- Region 5 North West – Western CT

Appendix A:

Levels of Collaboration Tool

Name _____ Date _____

Levels of Collaboration Scale

(From Frey, B.B., Lohmeier, J.H., Lee, S.W., & Tollefson, N. (2006). Measuring collaboration among grant partners. *American Journal of Evaluation*, 27, 3, 383-392.)

This form is designed for those who work in one of the organizations or programs that are partners in the _____. Please review these descriptions of different levels of collaboration.

- On the response section at the bottom of the page, please circle the name of the organization or group with which you are associated.
- Using the scale provided, please indicate the extent to which you **currently** interact with each other partner. (Skip your own row.)

	Five Levels of Collaboration and Their Characteristics				
	Networking 1	**Cooperation** 2	**Coordination** 3	**Coalition** 4	**Collaboration** 5
Relationship Characteristics	-Aware of organization -Loosely defined roles -Little communication -All decisions are made independently	-Provide information to each other - Somewhat defined roles -Formal communication -All decisions are made independently	-Share information and resources -Defined roles -Frequent communication -Some shared decision making	-Share ideas -Share resources -Frequent and prioritized communication -All members have a vote in decision making	-Members belong to one system -Frequent communication is characterized by mutual trust -Consensus is reached on all decisions

Partners	**No Interaction at All**	**Networking**	**Cooperation**	**Coordination**	**Coalition**	**Collaboration**
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5

Opportunities to Integrate Cultural Competence across Steps of the Strategic Prevention Framework

SPF Step	Opportunities to Integrate Cultural Competence
Assessment	• Take steps to identify those sub-populations who are vulnerable to behavioral health disparities and the disparities that they experience. • Identify data gaps and take efforts to fill them. • Develop plans to share and solicit input about assessment findings with members of these sub-populations, and describe these findings using terms and phrases that are devoid of jargon.
Capacity	• Build the knowledge, resources, and readiness of prevention practitioners and community members to address disparities, as well as to provide culturally and linguistically appropriate services. • Make sure that practitioners understand the role of cultural competence in their work, overall, and the unique needs of those sub-populations experiencing disparities. • Develop new partnerships that will help engage members of these groups in prevention planning efforts.
Planning	• Make community representation in the planning process a priority. • Involve members of the focus population as active participants and decision-makers. • Identify and prioritize factors associated with disparities. • Develop logic models that include a reduction in health disparities as a long-term outcome. • Incorporate effective prevention programs and practices that have been developed for and evaluated with an audience similar to the focus population. • If and when misunderstandings arise, be persistent in keeping communication lines open.
Implementation	• Implement prevention programs that target populations experiencing behavioral health disparities. • Involve members of these groups in the design and delivery of those programs. • Understand that people may choose to participate in different ways and that they may also have different learning styles. • Adapt and/or tailor evidence-based practices to be more culturally relevant. For example, create an in-person version of a training that was originally designed to be delivered virtually so that it is accessible to audiences with limited online access.
Evaluation	• Conduct process and outcome evaluations to demonstrate whether selected programs and practices are having the intended impact on identified disparities. • Track all adaptations. • Allocate the evaluation resources needed to learn whether the interventions you selected are having the intended impact on the behavioral health disparities you are hoping to reduce. • Conduct follow-up interviews with program participants to better understand program evaluation findings.
Sustainability (Guiding Principle)	• Engage partners who represent and work with sub-populations experiencing behavioral health disparities in your sustainability planning efforts. • Sustain processes that have successfully engaged members of these populations. • Sustain programs that produce positive outcomes for these populations.

A Guide to SAMHSA's Strategic Prevention Framework. 2019

SPF Step	How the SPF Contributes to Sustainability
Assessment	• During assessment, practitioners begin making decisions based on a clear understanding of local prevention needs. They also begin building relationships with data keepers and stakeholders who can play important roles in supporting and sustaining local prevention efforts over time.
Capacity	• Intentional capacity building at all levels helps to ensure that successful programs are sustained within a larger community context, and therefore less vulnerable to local budgetary and political fluctuations. • Effective capacity building increases an organization's or community's ability to respond to changing issues with innovative solutions. • Building capacity also involves promoting public awareness and support for evidence-based prevention, and engaging partners and cultivating champions who will be vital to the success—and sustainability—of local prevention efforts.
Planning	• When developing a comprehensive approach to preventing substance misuse, communities should consider the degree to which prevention interventions fit with local needs, capacity, and culture: the better the fit, the more likely interventions are to be both successful and sustainable.
Implementation	• By working closely with community partners to deliver evidence-based programs and practices as intended, closely monitoring and improving their delivery, and celebrating "small wins" along the way, planners help to ensure their effectiveness and begin to weave prevention into the fabric of the community.
Evaluation	• Through process and outcome evaluation, communities can make important mid-course corrections to prevention efforts, identify which practices are worth expanding and/or sustaining, and examine ongoing plans for—and progress toward—sustaining those practices that work. • By sharing evaluation findings, planners can also help build the support needed to expand and sustain effective interventions.
Cultural Competence (Guiding Principle)	• To ensure that prevention practices produce positive outcomes for members of diverse population groups, communities must engage in an inclusive and culturally appropriate approach to identifying and addressing their substance misuse problems. • Culturally competent prevention is the only type of prevention worth doing—and sustaining.

Appendix C

How the SPF Contributes to Sustainability

Appendix D: Business Sector Action Checklist

Business Sector Checklist

Level	Business Sector Activities to Advance Prevention Efforts
Influencing Policy	☐ Support policy by testifying to policymakers and advocating for prevention. ☐ Write op-ed pieces and letters to the editor in support of prevention. ☐ Support candidates who are committed to prevention. ☐ Meet with elected officials to let them know your prevention concerns.
Participating in Environmental Strategies	☐ Adopt a neighborhood or school by providing volunteer hours, youth job training, in-kind donations, etc., to that neighborhood. ☐ Provide employees with opportunities to volunteer through dedicating a set number of paid hours for volunteer time or establishing a company-wide volunteer day. ☐ Sponsor and participate in community prevention events. ☐ Establish a grant-making program to fund prevention efforts in your community. ☐ Implement family-friendly practices, including providing employees with time off to attend events at their children's schools (e.g., first day of school, parent-teacher conferences). ☐ Encourage media outlets to establish advertising sales policies that support prevention goals. ☐ Donate money or services to support the development and implementation of local strategic plans. ☐ Establish clear prevention policies.
Supporting Coalition Prevention Efforts	☐ Encourage employees to serve on boards or be members of community-based prevention organizations. ☐ Participate in collaboration efforts on substance misuse. ☐ Donate or reduced cost services; printing, marketing and design, hosting venues, meeting space, etc.
Educating Networks and Employees	☐ Train employees how to apply their specific expertise or the expertise of the business to prevention (e.g., printers copy informational materials, phone companies provide support lines, bookstores establish literacy programs, media transmit messages and resources, etc.). ☐ Inform business networks of your collaboration with local coalitions and encourage their membership and sharing of messages and events.
Promoting Community Education	☐ Sponsor a community prevention day by hosting speakers and community guests. ☐ Establish prevention supportive zones in your workplace to build awareness about these issues and to set a tone for employees and customers. ☐ Support community social norms campaigns. ☐ Incorporate prevention messages into your advertising, information about your business, and into signs and posters at the workplace.
Strengthening Individual Knowledge and Skills	☐ Provide mentoring and career opportunities for youth. ☐ Adopt a school in the community to provide job training and internship programs to students. ☐ Provide prevention and diversity trainings to employees. ☐ Provide prevention resource referrals to employees. ☐ Provide coverage that includes access to mental health and substance abuse services.

Adapted from the Business Sector Action Checklist on Violence Prevention, Prevention Institute

Integrating the Business Sector Across Evidenced Based Strategies

12 Sectors Across Evidenced Based Strategies				
Sector	**Youth Engagement**	**Enforcement**	**Social Norms**	**Coalition Capacity Build**
Business	Use coalition substance messages in business practices Elevate coalition messages/campaign through your business Provide sources of funding Provide opportunities for young people to learn from your business Market your collaboration with different community sectors	Ensure compliance of business with substances Conduct business compliance checks Recognize business that demonstrate compliance with substance laws Host business trainings (i.e. TIPS) for businesses and their employees	Share coalitoin social campaigns Display campaign materials and share with business partners and networks Be a visible supporter of underage drinking and other prevention efforts within the community	Visible community leadership for substance prevention initatives Assist community coaltions with resources: donating goods or services, provide meeting space, funding

Discussion Q&A

How to access tools on the TTASC Website: https://preventiontrainingcenter.org/

Feedback on this session:

https://www.surveymonkey.com/r/TTASC12SectorSeriesBusinessDec2020

Next Sector Community Learning Date:

January 12: Law Enforcement

E-Tips Licenses through TTASC

You Tube Business Video: https://www.youtube.com/watch?v=qf3O_2uQXqs

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