Center for Health & Safety Culture

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How the Positive Culture Framework Can Enhance Local Drug-Free Communities Efforts

This document highlights opportunities for the Positive Culture Framework (PCF) to be incorporated into local Drug-Free Communities (DFC) programs. The Center for Health & Safety Culture at Montana State University is not associated with, nor a part of, the review team for the DFC Support Program and is therefore not providing instruction or clarification of any DFC Funding Opportunity Announcement (FOA). The Center is simply providing information about how the PCF can be used as a planning model to organize and enhance local DFC efforts.

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To learn more about the Positive Culture Framework, visit www.CHSCulture.org or contact the Center for Health & Safety Culture at mail@chsculture.org or (406) 994-7873.

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Drug-Free Communities Program Goals and Expectations

DFC Requirement	How The PCF Can Fulfill	Specific PCF Tools
Establish and Strengthen Collaboration	The PCF provides a framework and process for the coalition to work through together. Step 1 in the process includes activities to identify and recruit stakeholders. Growing leadership capacity among coalition members is a critical component of the framework. The positive frame often energizes stakeholders and decreases defensiveness. For example, schools are often more likely to share data if they know it will be used to say what is right about the students instead of what is wrong.	• Step 1 Workplan • Stakeholder ID and Engagement Toolkit • Leadership Workbook
Reduce Substance Use Among Youth	The PCF maximizes the effectiveness of prevention efforts by guiding communities through a process of targeting the most pressing local factors that contribute to youth substance use. The PCF is grounded in strong behavioral models to develop a more robust understanding of beliefs predicting risk behaviors.	• 7-Step Process & Step by Step Workplans
Effect Community-Level Change	A cultural approach inherently focuses on community-level (instead of individual level) change. Using the Social Ecological Model (or layers of the community) and the 7-Step Process ensures a comprehensive plan to assess culture and promote positive change across the multiple layers of community.	• Leadership Skills: Thinking Across Social Ecology • Strategy Portfolio Map • Asking Critical Questions About System Interactions
Use of the Seven Strategies for Community Change	The PCF encourages the selection of a variety of strategies at each layer of the community's social ecology to impact cultural factors and local conditions.	• Using the PCF With Seven Strategies for Change document • Strategy Portfolio Mapping Tool
Use of the Strategic Prevention Framework (SPF): Assessment	Assessment is a critical PCF step (Step 2) and focuses on developing a strong understanding of cultural factors (shared values, beliefs, and attitudes) that influence substance use.	• Step 2 Workplan • Assessments available across the social ecology • Interpreting Baseline Data Worksheet • Strategy Portfolio Mapping Tool

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DFC Requirement	How The PCF Can Fulfill	Specific PCF Tools
Use of the SPF: Capacity Building	The PCF builds capacity among the coalition to engage in a thoughtful, data-driven prevention planning process. Tips for increasing capacity are included with each step of the PCF process. Establishing common language and shared understanding among coalition members is critical for an effective coalition.	• Step 2 Workplan • Assessments available across the social ecology • Interpreting Baseline Data Worksheet • Strategy Portfolio Mapping Tool
Use of the SPF: Planning	Planning is critical in each of the PCF steps; however, the Framework intentionally begins with Step 1, Plan and Advocate. This early planning is essential to gather key stakeholders, advocate for prevention efforts, and plan for the assessment as well as the evaluation.	• 7-Step Workplans • Sample PCF Timelines • Stakeholder ID & Engagement Toolkit
Use of the SPF: Implementation	The PCF separates implementation into two parts: Step 5 Pilot Test and Refine and Step 6 Implementation. Pilot testing on a smaller scale first leads to better final implementation of the strategy.	• Pilot Testing Guidance Tool • Pilot Testing Strategies Tool • Framing Testing Questions Tool • Pilot Testing Sample Worksheets • Tips and Talking Points to Guide Implementation • Step 5 and Step 6 Workplans
Use of the SPF: Evaluation	The PCF encourages evaluation throughout each of the 7 steps to ensure lasting change and transformation and to inform future needs. Developing an evaluation plan is an essential activity in Step 1.	• Tips for Engaging with Program/Community Evaluators • Step 7 Workplan
Use of the SPF: Cultural Competence	Developing cultural competence is critical for successful efforts. The PCF is based on a cultural approach where prevention is viewed through a cultural lens. All steps involve developing a better understanding of the cultures within the community - across the social ecology.	• Inclusive Communities – Diversity Worksheet
Use of the SPF: Sustainability	By embedding improved health and safety in the local culture and by working across the social ecology, efforts are much more likely to be sustained. The PCF seeks to address sustainability at every step.	• 7-Step Workplans • Stakeholder Asset Development Worksheet

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DFC Requirement	How The PCF Can Fulfill	Specific PCF Tools

12-Sector Representation	A cultural approach requires engagement across the social ecology; thus, participation by stakeholders representing each layer of the social ecology is critical. A cultural approach helps reveal how these stakeholders play an integral role in addressing youth substance use.	• Sample PCF Worksheets include:
		  ◆ Inclusive Communities – Sector List
		  ◆ Inclusive Communities – Diversity Worksheet
		  ◆ Stakeholder Start List

Cross-Site Evaluation and Data Collection • Four Core Measures: past 30-day use, perception of risk, perception of parental disapproval, and perception of peer disapproval • Monitoring of alcohol, tobacco, marijuana, and prescription drugs in 3 grade levels (6-12 grade) every 2 years	Because the PCF takes a widespread and inclusive approach to assessment, repetitive and comprehensive data collection with the focus audience is essential. Various PCF tools exist to collect reliable data, including the Four Core DFC Measures: past 30-day use, perception of risk, perception of parental disapproval, and perception of peer disapproval. Measures exist for all the required substances, as well as many others.	• Assessment across layers of social ecology including Four Core Measures
Cost Sharing and Financial Match Requirement	The PCF helps coalitions identify a broad range of stakeholders and guides leaders through the assessment of stakeholder and community assets that may be useful to the coalition. Expanding implementation of strategies into new sectors and levels of the social ecology creates a broader pool of partners from whom resources may be leveraged.	• Stakeholder Asset Development Worksheet
Target Multiple Drugs of Abuse (2+)	The PCF acknowledges that many community concerns coexist and that some substance use problems may be contributing factors for other substance use problems. Additionally, many cultural factors impact the use of multiple substances. Because the PCF attempts to create true, community-level transformation, it is necessary to be as comprehensive as possible without stretching capacity and resources too thin. The PCF Guide Service can support coalitions in achieving this balance.	• Step 2 and Step 3 Workplans • Causal Factors Across the Social Ecology Worksheet

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DFC Requirement	How The PCF Can Fulfill	Specific PCF Tools
Attend National Coalition Academy	The PCF provides step-by-step guidance in the development of products the National Coalition Academy requires coalitions develop.	• 7-Step Workplans

Proposal Organization: Project Narrative

The purpose of this section is to assist those responding to a DFC application. It provides specific examples of how the Positive Culture Framework can help applicants respond to the questions being asked in the Project Narrative section of the proposal.

Coalition History and Coalition Member Involvement

Project Narrative Section

History of the coalition and how it operates to prevent substance use in the community.
- History, challenges experienced, and impact on addressing youth substance use
- Mission statement's reflection in the work

How the PCF Can Fulfill

The PCF helps coalitions build common language and a better understanding of the power of a cultural or community-wide approach, which relies on the Social Ecological Model. It focuses on capacity-building efforts of coalition members around three necessary skills to be successful in implementing a DFC grant or any prevention initiative: leadership, communication, and the integration of effective prevention strategies.

Sample Ideas for Responding to this Section

A cultural approach requires engagement across the social ecology. When coalition members embrace a cultural approach, they better understand how they can contribute and the need for their involvement.
- Be creative and write a brief story explaining the background of your coalition.
- Describe challenges you've experienced in efforts to build or strengthen the coalition. Describe the challenge and how you overcame it.
- Explain how shared concern and hope were identified and discuss plans to continually reinforce what "brings people to the table" to maintain an active membership.
- Describe how the coalition has made an impact already, even if it's just pulling all the necessary partners together to build readiness and capacity and explaining how a DFC could help "keep the momentum going." Include any processes or outcome data to share.

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- Provide your mission statement and describe how it specifically seeks to reduce youth substance use and abuse. Briefly describe the importance of a comprehensive approach to prevention and how that's reflected in your mission statement.

Specific PCF Tools

- Stakeholder Identification & Engagement Toolkit including:
  - Inclusive Communities – Sector List
  - Inclusive Communities –Diversity Worksheet
  - Stakeholder Start List
  - Stakeholder Participation List
  - Stakeholder Asset Development Worksheet
- The PCF Leadership Workbook

Statement of the Problem

Project Narrative Section

Current youth substance use problems and methods of assessment and data collection.

- Describe youth substance use in the community.
- Provide current data and explain how youth substance use has contributed to problems among youth (ex: dropouts, suspensions, ER admissions, etc.).
- Provide current quantitative and qualitative data on youth substance use for alcohol, tobacco, marijuana, and prescription drugs for the Four Core Measures.
- Identify two substances to address with grant funds.

How the PCF Can Fulfill

- The PCF provides a process for assessing (Step 2) and prioritizing (Step 3) substance use problems. Assessment tools, data collection services (including the Four Core Measures), and technical assistance are also available.
- A cultural approach seeks to move beyond just substance use at the individual level but also acknowledges problems and opportunities across the social ecology (e.g., within enforcement, school policies, parent resources, community systems, etc.).

Sample Ideas for Responding to This Section

- Describe the youth substance use problems specific to your community.
- Summarize assessment efforts and data sources that provide evidence of the problem; include a description of the data collection tools, and how the data contributes to problems such as school dropout rates, suspensions, etc.).

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- Use a table to clearly display data on the Four Core Measures including both qualitative and quantitative data.
- Identify the two substances that have been prioritized for the grant and explain how the data was prioritized.
- Include a note on data gaps and how a DFC award could assist in filling those gaps.
- Explain how a data workgroup or subcommittee of the coalition will be responsible for guiding the direction of future assessment, identifying and filling data gaps, and the monitoring of indicators.

Specific PCF Tools

- PCF Step 2 and Step 3 Workplans
- Assessment tools across the social ecology which include DFC Four Core Measures
- Prioritization tools for selecting indicators
- Sample PCF Worksheets:
  - Data Guidelines: Seven Criteria for Baseline Data
  - Matched Perception Questions Across the Social Ecology
  - Interpreting Baseline Data Worksheet
- Causal Factors Across the Social Ecology

12-Month Coalition Action Plan

Project Narrative Section

12-Month Coalition Action Plan that will address youth substance use in the community.
- Goal 1: Increase Community Collaboration
- Goal 2: Reduce Youth Substance Use

How the PCF Can Fulfill

Goal 1: The PCF fosters collaboration by mobilizing all sectors, emphasizing the importance of working across the social ecology (or layers within a community), and helping key partners understand and own their roles in creating a safe and healthy community. Engaging a broad group of stakeholders in the implementation of the PCF builds capacity to engage in effective prevention and create community-wide transformation.

Goal 2: The PCF guides coalitions through an intentional, data-driven process to create a comprehensive and outcome-based plan to reduce youth substance use.

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Sample Ideas for Responding to This Section

In the introduction of this section (or included as an additional goal), consider explaining that the SPF was utilized as a prevention planning framework in combination with the Seven Strategies for Community-Level Change to develop the 12-month Action Plan. The following PCF activities could be placed within the context of the SPF steps to explain the coalition's actions that were taken in preparing this application:

- Planning and Advocacy (e.g. created a shared sense of concern; developed a coalition resource, interests, and skills inventory; connected with unengaged members and/or recruited new members).
- Assessment of Culture (e.g. became familiar with the well-researched risk and protective factors for your substance use problem, developed a list of assessment questions, gathered existing data from within the community, and identified existing strategies).
- Establishment of Common Purpose & Prioritization (coalition consensus on overall goals, identified criteria and processes for prioritizing local conditions, implemented the prioritization process).
- Development of a Portfolio of Strategies (developed a strategy selection committee; conducted literature reviews to identify strategies proven to be effective in addressing the prioritized local conditions; trained the strategy selection committee on evidence-based prevention, the Seven Strategies for Community-level Change, and Institutes of Medicine Model; updated the Portfolio Map and developed a comprehensive logic model).

Goal 1: Increase Community Collaboration
- In developing objectives, use assessment findings to identify sectors for which relationships could be strengthened, or to identify unengaged stakeholders who can impact change (especially relative to prioritized local conditions).
- Include strategies and/or activities for meeting with and discussing individual sector or stakeholder interests, level of readiness, barriers to doing prevention, vision for the future, etc.
- By engaging these stakeholders in the planning process, identify appropriate, mutually agreed upon ways to meet their needs and include strategies or activities to do so.
- Include strategies or activities to improve the satisfaction and meaningful involvement of currently engaged coalition members (e.g. develop coalition job descriptions, offer time-limited volunteer opportunities, provide training that's of interest to members, co-present with members, etc.).
- Address how new members will be brought on to the coalition (e.g. describe any new member orientation procedures or materials).

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- Discuss how data can be used to build relationships (data use agreements can be a great first step to collaboration).
- Address the various ways community members can be involved, even if they aren't able to attend coalition meetings.
- Discuss how you will seek alignment across and between systems.

Goal 2: Reduce Youth Substance Use
Include more specific goals for each primary substance use problem. Make sure your goals are specific, measurable, attainable, relevant, and time bound (SMART).

- Use assessment findings to draft SMART objectives related to your priority local conditions.
- For each priority area, include details for at least one or two strategies to address this area. Note that some may require multiple strategies in order to create true transformation.
- In selecting strategies and drafting activities, attempt to incorporate as many of the Seven Strategies for Community-Level Change as appropriate.
- Include activities around key fidelity components, essential best practices, and/or core program components of each strategy (these should be researched prior to strategy selection).
- Include activities related to building the necessary capacity, readiness, and sustainability, including securing resources (e.g. in-kind or matching contributions), relationship building, technical assistance, and training.

Within each strategy, detail activities around leadership, communication, and integration.

Specific PCF Tools

- The PCF Step 1 – Step 7 Workplans
- Stakeholder ID & Engagement Workbook
- Using the PCF with the Seven Strategies for Change document
- Strategy Portfolio Mapping Tool
- Sample PCF Worksheets:
    - Developing Measurable Objectives
    - Guidelines for Pilot Testing
    - Preparing for the Public Response

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Evaluate Effectiveness

Project Narrative Section

Monitor and evaluate the effectiveness of the 12-month Action Plan.
1. Processes to collect data to measure effectiveness
2.. Dissemination of data outcomes to community

The PCF encourages evaluation throughout each of the 7 steps to ensure lasting change and transformation and to inform future needs.

How the PCF Can Fulfill

While the Center for Health & Safety Culture staff members do not serve as program evaluators, they do have expertise in data collection methods. The PCF offers many tools that are useful in monitoring the effectiveness of prevention efforts as well as a 7-Step Process for communicating success to the community.

Sample Ideas for Responding to This Section

- Explain how a data workgroup or subcommittee of the coalition will be responsible for guiding the direction of data collection and evaluation efforts.
- Work with an evaluator to determine how you will measure progress specific to the strategies outlined in your Action Plan.
- Include a master data collection plan that outlines the methods, timeline, who is responsible, and tools used to evaluate strategies and measure changes in the local conditions/objectives, goals, the Four Core Measures, and potentially other measures such as consequence data.
- Discuss how both process and outcome measures will be tracked and utilized.
- Use the 7-Step Communication Process as a framework for developing an evaluation dissemination and community engagement plan.

Specific PCF Tools

- Step 5, Step 6, and Step 7 Workplans
- Evaluation Success Worksheet
- Assessments across the social ecology
- 7-Step Communication Process

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Youth Engagement in DFC Grant

Project Narrative Section

Coalition's engagement of youth in efforts to reduce substance use.
- Describe recruitment and retention of youth members and how the coalition ensures youth membership is representative of the community.
- Describe how the coalition will evaluate effectiveness of the youth engagement.

How the PCF Can Fulfill

The PCF offers tools to ensure successful recruitment and engagement of coalition members, including youth. As the focus of the substance abuse prevention efforts, youth are a critical component of the solution. At the core of the Social Ecological Model, they are greatly influenced by the social environments of the community around them, therefore have an important place in the coalition.
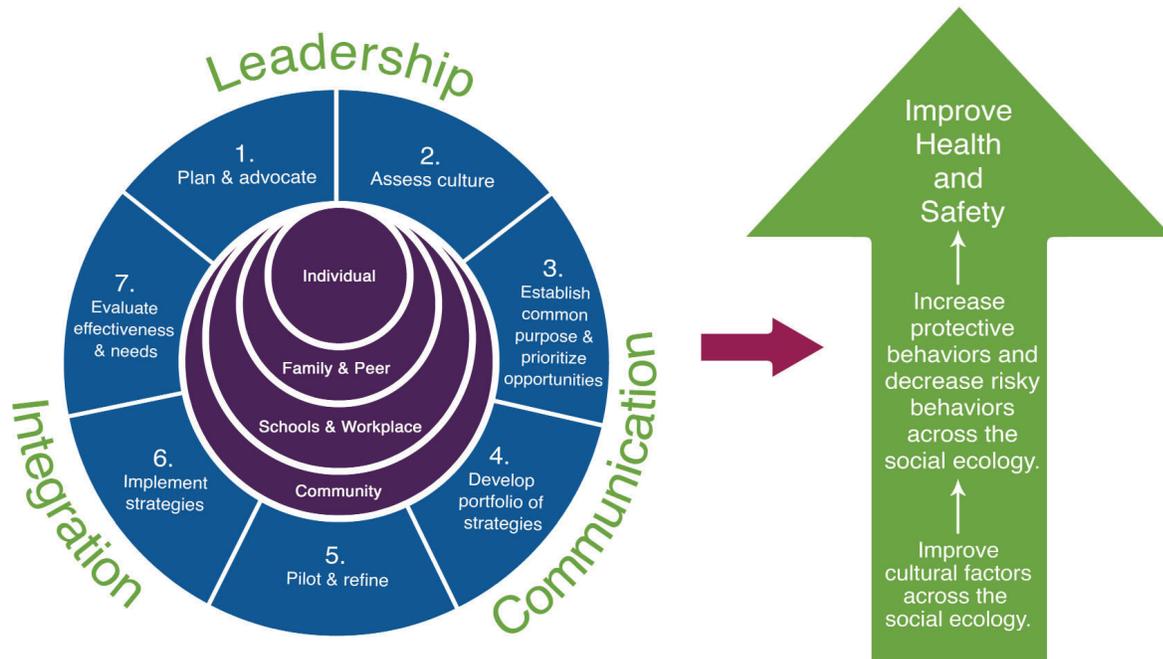
Sample Ideas for Responding to This Section

- Plan how many youth you want to recruit and the overall purpose of their involvement.
- Detail the ways the coalition intends to recruit youth and how they will ensure a good representation of youth from the community.
- Provide a vision for how youth will be oriented to the coalition and how it plans to build the capacity of youth to prevent substance use.
- Describe the role of youth in the coalition (attend meetings, voting privileges, etc.)
- Explain how the coalition will maintain youth engagement over time.
- Describe ways the coalition will capture feedback from both youth and adults about youth engagement (ex: How were they welcomed? How were they treated? What did they learn? etc.).
- Provide information on how the feedback will be used to improve efforts to engage youth in future years.

Specific PCF Tools

- Step 1 Workplan
- Stakeholder ID and Engagement Toolkit
- Pilot testing tools

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The Positive Culture Framework

Leadership

1. Plan & advocate
2. Assess culture
3. Establish common purpose & prioritize opportunities
4. Develop portfolio of strategies
5. Pilot & refine
6. Implement strategies
7. Evaluate effectiveness & needs

Individual
Family & Peer
Schools & Workplace
Community

Integration

Communication

Improve Health and Safety

Increase protective behaviors and decrease risky behaviors across the social ecology.

Improve cultural factors across the social ecology.

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