A set of activities and decisions that strengthens an organization’s operations and enables it to better achieve its MISSION.

Capacity Building
Capacity building can take many forms, such as:

- Professional development for staff and board members
- Opportunities for peer learning, networking or leadership development
- Creating or re-examining organizational plans
- Initiating collaboration with other stakeholders
- Developing new services for earned income
Why Doesn’t Capacity Building Happen Naturally?

• Program is Priority
• Lack of Understanding
• Awareness of the Options
• Cost: Money and Time
• Understanding of Payment/Reimbursement Options
• Silo Behavior
Activities

- Board Development
- Executive Coaching
- Leadership Development
- Human Resources
- Succession Planning
- Strategic Business Planning
- Fiscal Planning
- Resource Development
- Evaluation:
  - program, service’s offered, stakeholder needs, environmental
Activities

• Board Development
• Executive Coaching
• Leadership Development
• Human Resources
• Succession Planning
• Strategic Business Planning
• Fiscal Planning
• Resource Development

Evaluation:
• program,
• service’s offered,
• stakeholder needs,

Workforce Development
Field Specific Staff Training
Adding Staff Positions
Purchasing Patient Resources
Hiring New Staff

Strategic Relationships
Updating printed marketing, website
Field based services
Developing social media
Client Screening and Referral Linkage
Activities

- Board Development
- Executive Coaching
- Leadership Development
- Human Resources
- Succession Planning
- Strategic Business Planning
- Fiscal Planning
- Resource Development
- Evaluation:
  - program,
  - service’s offered,
  - stakeholder needs,

Equipment Acquisition
TTY systems
Printers, telephones, computers

Regulatory Compliance
ADA Compliance
Signage, translations

Infrastructure Upgrades
Fire alarms, ramps, patient service furniture, career exploration library, evidence based curriculum
The 4 Methods of Quality

- Quality by Design
- Quality by Process Improvement
- Quality by Compliance
- Quality by Inspection

Active

Reactive
Capacity Building Considerations

- Needs Assessment
- Identifying Stakeholders
- Reviewing Strategy and Mission
- Assessing Business Case
- Inclusive Planning and Development
- Impact on Patients, Staff, Operations
- Sustainability

What other considerations have you determined?
Figure 5.2: Areas in which Change May Occur due to Capacity-Building Measures

- **Collaboration & Alliances:** A change in the way communities/organizations work with other organizations and institutions.
- **Culture:** A change in attitudes, practices, and/or behavior.
- **Learning & Innovation:** The acquisition and development of new skills, knowledge, and ideas applied to overcoming CI development challenges.
- **Policy & Standards:** A change in the rules or policies that guide an organization's operations.
- **Process & Systems:** A change in an organization's methods of operation. This includes, but is not limited to, changes in governance, financial management, fundraising and human resource allocation.
- **Strategy:** A change in the direction of the mission and vision in response to the external environment or some other long-term, strategic consideration.
- **Structure:** A change in the way an organization or community organizes itself to achieve an objective.
- **Technology:** A change in the way technology is used to support the achievement of CI objectives.
Sustainability

- Engage Stakeholders
- Assess a Situation, Define the Vision, or Mandate
- Manage and Implement the Budget
- Formulate Policies and Strategies
- Monitor and Evaluate
Hiring a Consultant
When to Hire?

1. Strategy and Management Consultants
   Reorganization, Succession Planning, Mergers, Partnerships

2. Operations Consultants

3. Increasing process quality and efficiencies
   1. Map out existing processes
   2. Analyze them and get suggestions/advice to reduce steps or increase margins, reduce costs

4. Human Resources Consultants

5. Sales and Marketing Consultants
We did our homework and could not be happier with our consultant!
• Vet history, actual experience, certifications, qualifications, licenses
• Get referrals, references
• Call them and talk to them, ask questions, tell stories, have them tell you stories about what they do, what they like, what they are good at, successes and failures – **It is a Job Interview!**
Hardest Part: Tell them what you want, share your vision, specific deliverables.

- What does done look like?
- How will you know the project was a success?
- Can the success be measured? How?
  - Completed on time, evaluated by patients?
- Will they itemize their scope of work?
- Price out by deliverable? By event?
List of questions – add more!

• How will you contact them? What are their hours of service?
• How are decisions made? Who has the authority to make decisions in your organization? Verbal? Written?
• How is pricing set up? Negotiate a payment schedule based on meeting deliverables. Money down? How much?
• What is your agency time commitment? How many decisions do you have to make? Others?
• What does a change in process or deliverable entail if something is not working?
• How do you sustain the gain when they are gone? Did they teach your or do it for you?
Building/Construction Projects

- Clause for change orders
- Who will supervise the project?
- When will the work take place?
- How is waste removed? Who is responsible?
- Do they understand terms and conditions?
- Are they licensed and have proper certifications? Do they know STATE, COUNTY, CITY, Zoning Requirements?
- Payment Schedules
- What happens if they do not meet the deadline? Fixed Schedule for a firm start and end date?
- Do they carry workman’s comp? Liability insurance?
http://www.cslb.ca.gov/

https://dpw.lacounty.gov/bsd/
Training and Resources
great national conference covering a wide range of topics.
consider an association membership

Five Rules For Building An Effective KPI System
Key Word Search: Leadership Development Certification, Executive Education, non-profit business leadership training or certification, Los Angeles.

https://www.calfund.org/nonprofits/how-we-work/sustainability/nonprofit-resources/

Small Business Development Center – Los Angeles

https://business.lacity.org/content/small-business-development-center-los-angeles

The Los Angeles Small Business Development Center (SBDC) is a federally-funded resource that provides business owners with no cost one-on-one assistance in business planning, management, marketing, sales, procurement, and strategic planning, as well as access to financing.

Leadership Development Training in Los Angeles, CA - TrainUp.com

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Mon, Apr 8   The Developing Emotional IQ Seminar