

Target Area: ORGANIZATIONAL CAPACITY			
3.x.x	BASIC	COMPETENT	PROFICIENT
	Identifies an area in which the office can strategically create improvement plans to build their internal capacity	The ability to complete tasks that meet the requirements of the SORH grant in a way that is universally accepted by peers as the norm	When the expectations of completing tasks exceed the norm they are considered proficient, allowing for innovation and pace-setting strategies for the office

Rationale: The NOSORH Proficiencies workgroup envisions that every SORH has competency to meet all requirements for SORH funding. SORH must have an organizational structure that provides an infrastructure with a high level of expertise regarding rural needs, is optimized by robust partnerships, and has the capacity to support and build sustainable communities to improve rural health.

1. Organizational Structure			
1. Institutional knowledge for the benefit of rural communities (C)	SORH has limited institutional knowledge to leverage that can be used to advance priorities of their office	SORH has institutional knowledge that can be leveraged to advance priorities of the office, and a strategy for action	SORH consistently leverages institutional knowledge to advance priorities of the office through collaborative partnerships
2. Educating constituents within the SORH organizational structure (CDI, TA)	SORH is unable to educate others in its organizational structure about the needs of rural communities	SORH uses its organizational structure to educate policy or program decision makers within their state government, university or board on needs of rural communities	SORH utilizes unique placement to proactively educate others within and outside their organizational structure to take action or implement policies or programs to address the needs of rural communities

2. Expertise			
1. Environmental scan of state's rural communities (CDI)	SORH plans and conducts a qualitative or mixed-methods scan of the needs of rural communities in their state at least every 5 years	SORH plans, conducts, and analyzes qualitative and quantitative environmental scans to assess the needs of rural communities in their state at least every 2 years	SORH uses the 2 year scan and convenes partners, advisory groups or funders panels to increase awareness and strategize to address the identified rural needs.
2. Linking resources to rural community needs (CDI, C, TA)	SORH uses general tools to recognize and connect identified local needs with some resources	SORH matches identified local needs with informational resources such as research, reports, model programs or best practices upon request from communities in need	SORH staff are assigned to strategically seek and share resources to meet identified rural community needs

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3. Partnerships			
1. Partner resources to meet needs of rural communities (CDI)	SORH has general knowledge of resources and directs questions about other available resources to an outside organization	SORH is knowledgeable of resources and points of contacts to refer rural communities to other divisions/agencies or organizations that can specifically assist rural communities	SORH knowledge is recognized and partners utilize SORH information to disseminate resources to targeted rural needs
2. Collaboration in the development of new resources to meet unmet needs (C, TA)	Partner participation is not a part of the SORH's process for developing new resources	SORH shares information and with partners to develop new resources for rural communities	SORH and partners strategize the need to develop resources aimed at meeting the needs of rural communities

4. Community Sustainability			
1. Sustainability of community-based initiatives (C, TA)	SORH is not positioned to discuss sustainability with rural communities for their important programs	SORH engages communities in discussions about sustainability for important programs	SORH collaborates with rural communities to ensure sustainability of important programs, without ongoing support from SORH
2. Identifying additional resources to support sustainability (CDI, C, TA)	SORH is not involved in rural community projects and unable to identify needed linkages	SORH offers information about supplemental resources and funding opportunities to rural communities without tailoring announcements to specific projects	SORH and external partners target information, resources, state policy activities, and funding opportunities to rural communities