Goals for Today

» **Define** program sustainability

» **Explore** factors that influence sustainability capacity

» **Introduce** three-step planning process for building capacity for sustainability
Why Sustainability?
Scientific Discovery to Public Health Impact Pipeline

Source: Farrelly et al. 3
Sustaining Challenges and Changes
Funding cuts to hit smoking cessation programs

Want to quit smoking? Think a class could help? Better take it by June 30. Further cuts to the state’s tobacco control funding will kick in July 1 and tobacco cessation classes will be one of the casualties, said Eileen Gleason, tobacco cessation ...
More than just money
suh-stey-nuh-bil-i-tee

the ability to maintain programming and its benefits over time
Program Sustainability

The ability to maintain public health programming and its benefits over time

Environmental Support

Having a supportive internal and external climate
Establishing a consistent financial base for your program
Partnerships

Cultivating connections between your program and its stakeholders
Organizational Capacity

Internal support and resources needed to effectively manage your program
Program Evaluation

Assessing your program to inform planning and documenting results
Program Adaptation

Taking action to adapt your efforts to ensure ongoing effectiveness
Communications

Strategically communicating with stakeholders and the public about your program.
Strategic Planning

Using processes that guide your program’s directions, goals, and strategies
Welcome to the online Program Sustainability Assessment Tool.
Let us help you rate the sustainability capacity of your program across a range of factors.

1. Understand
Understand the factors that influence a program's capacity for sustainability.

2. Assess
Use the Program Sustainability Assessment Tool to assess your program's capacity for sustainability.

3. Review
View results from your assessment as a Sustainability report.

4. Plan
Develop an Action Plan to increase the likelihood of sustainability.
Program Sustainability Assessment Tool (PSAT)

Communications

Strategic communication with stakeholders and the public about your program.

The program has communication strategies to secure and maintain public support.

Program staff communicate the need for the program to the public.

The program is marketed in a way that generates interest.

The program increases community awareness of the issue.

The program demonstrates its value to the public.

LESS EXTENT

MORE EXTENT

LESS EXTENT

LESS EXTENT

LESS EXTENT

LESS EXTENT

NA

NA

NA

NA

PREV

SAVE AND CONTINUE LATER

NEXT
Why Clinical Sustainability?
Why clinical sustainability tools are necessary

• Integration with other clinical practice activities
• High reliance on clinical and frontline staff
• Less reliant on external stakeholders
• More reliant on technical supports
• Positive outcomes are important and can be seen sooner

https://sustainability.ucsf.edu/3.686
Clinical Sustainability

The ability of an organization to maintain structured clinical care practices over time and to evolve and adapt these practices in response to new information.
Clinical Sustainability Assessment Tool (CSAT)

The next question is to serve as a reference point for the following survey. Some examples of clinical practices are: antibiotic stewardship, a new surgical procedure, electronic medical record order sets, or hand hygiene.

The name of the practice or set of activities I am assessing is:

In the following questions, you will rate your practice across a range of specific factors that affect sustainability. Please respond to as many items as possible. If you truly feel you are not able to answer an item, you may select “NA.” For each statement, circle the number that best indicates the extent to which your practice has or does the following things.

Engaged Staff & Leadership: Having supportive frontline staff and management within the organization

<table>
<thead>
<tr>
<th>1. The practice engages leadership and staff throughout the process.</th>
<th>To little or no extent</th>
<th>To a very great extent</th>
<th>Not able to answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Clinical champions of the practice are recognized and respected.</td>
<td>1 2 3 4 5 6 7</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>3. The practice has engaged, ongoing champions.</td>
<td>1 2 3 4 5 6 7</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>4. The practice has a leadership team made of multiprofessional partnerships.</td>
<td>1 2 3 4 5 6 7</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>5. The practice has team-based collaboration and infrastructure.</td>
<td>1 2 3 4 5 6 7</td>
<td>NA</td>
<td></td>
</tr>
</tbody>
</table>
Welcome to the online Clinical Sustainability Assessment Tool.

Rate the sustainability capacity of your clinical practice to help plan for its future.

GET STARTED
Choosing between the **PSAT** and **CSAT**

**PSAT Domains**
- Environmental Support
- Funding Stability
- Partnerships
- Organizational Capacity
- Program Evaluation
- Program Adaptation
- Communications
- Strategic Planning

**CSAT Domains**
- Engaged Leadership & Staff
- Engaged Stakeholders
- Organizational Readiness
- Workflow Integration
- Implementation & Training
- Monitoring & Evaluation
- Outcomes & Effectiveness
Assessing Sustainability
Assess Sustainability

The online Program Sustainability Assessment Tool allows you to:

- Rate your program across the 8 Sustainability domains.
- View an automated summary Sustainability Report of your results.

ASSESS AS AN INDIVIDUAL

ASSESS AS A GROUP
Communications

Strategic communication with stakeholders and the public about your program.

**Less Extent**

- The program has communication strategies to secure and maintain public support.
- Program staff communicate the need for the program to the public.
- The program is marketed in a way that generates interest.
- The program increases community awareness of the issue.
- The program demonstrates its value to the public.

**Greater Extent**

- NA
- NA
- NA
- NA
- NA

**Save and Continue Later**

**Next**
**Program** or **Practice** = set of formal organized activities that you want to sustain over time

**Organization** = where the program or practice is housed

**Community** = stakeholders who may benefit from or guide the program or practice.
Tailored Reports

Sustainability Report

Example

Submitted by: kprevitt@wustl.edu
Date: July 14, 2017

Many factors impact a program's ability to continue providing services and producing benefits over time. For example, funding, quality evaluation, infrastructure, strong partnerships, and clear communication all have a role in supporting program sustainability. The Program Sustainability Assessment Tool (PSAT) drives stakeholders to rate their programs on the extent to which they have processes and structures in place that will increase the likelihood of sustainability. This report summarizes the current sustainability capacity for your program. Results are based on your program’s responses to the Program Sustainability Assessment Tool. Assessment results can then be used to identify next steps in building program capacity for sustainability in order to position efforts for long-term success.

Interpreting the Results

The table presents the average rating for each sustainability domain based on the responses that you provided. The remainder of the document contains suggestions for action. The approach is to give you a range of ratings that guarantee the sustainability of a program. However, lower ratings do indicate opportunities for improvements that a program may want to focus on when developing a plan for sustainability.

Next Steps

- These results can be used to guide sustainability planning for your program.
- Areas with lower ratings indicate that there is room for improvement.
- Address domains that are most modifiable, quicker to change, and have data available to support the needed changes.
- Develop strategies to tackle the domains that may be more difficult to modify.
- Make plans to assess your program’s sustainability on an ongoing basis to monitor program changes as you strive for an ongoing impact.

Sustainability Capacity By Domain

For more information about the Program Sustainability Assessment Tool and sustainability planning, visit https:// sustainability.org/
Planning for Sustainability
The sustainability planning process

Understand
The sustainability training process

Understand ➔ Assess
The sustainability training process

Understand → Assess → Plan

- Environmental Support
- Funding Stability
- Communications
- Strategic Planning
- Program Adaptation
- Organizational Capacity

Sustainability SMART Objective: By October 2025, form three new strategic partnerships with staff and/or key resources to delineate for program innovation...

- SMART Objective:
  - Specific: [Specify the specific objective]
  - Measurable: [Specify the measurable criteria]
  - Achievable: [Specify the achievable criteria]
  - Relevant: [Specify the relevance criteria]
  - Time-bound: [Specify the time-bound criteria]

<table>
<thead>
<tr>
<th>Phase</th>
<th>Action</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify potential partners</td>
<td>Leadership, input from partners and staff</td>
<td>Jul 10, 2023</td>
</tr>
<tr>
<td>Develop profiles of potential partners</td>
<td>Research staff, input from partners</td>
<td>Feb 15, 2023</td>
</tr>
<tr>
<td>What next:</td>
<td>[Specify the next steps]</td>
<td></td>
</tr>
</tbody>
</table>
Action Planning Process

Steps 1-4:
Prep

Steps 5-8:
Write your plan
1. Identify your team

» People who have the ability to bring about programmatic change

» Heavily invested partners or stakeholders
2. Define program elements

Mission:
Promote health & wellness, reduce chronic disease

Mission:
Cessation of alcohol and drug use/abuse

Lichtenstein et al., 1996. Health Education Research.
3. Review PSAT results

Average Sustainability Capacity By Domain

- Environmental Support: 5.3
- Funding Stability: 4.5
- Partnerships: 4.3
- Organizational Capacity: 5.0
- Program Evaluation: 4.7
- Program Adaptation: 4.6
- Communications: 4.2
- Strategic Planning: 1.0

Overall domain average

Range of respondent domain averages
4. What to sustain?
5. Choose the domain

Which of the eight sustainability domains will be…

Most **important** for your program?

Most **modifiable** for your program?
Focus on what you can change
Domain Connectivity
6. Write an objective

| Partnerships: Cultivating connections between program partners and its stakeholders |
|---|---|---|---|---|
| Sustainability SMART Objective: By October 2018, form three new strategic partnerships with staff and/or key resources to dedicate to tobacco control intervention. |

<table>
<thead>
<tr>
<th>Steps to achieve objective.</th>
<th>Who will do the work?</th>
<th>What does success look like?</th>
<th>What non-financial resources are needed for this step?</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identify potential partners</td>
<td>Leadership, Input from partners and staff</td>
<td>List of potential partners</td>
<td>Partner contact information, access to potential partner websites/other resources</td>
<td>Feb. 28, 2018</td>
</tr>
<tr>
<td>- Determine what is needed in terms of resources/knowledge/skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Independently research by looking at organizations' websites and other available resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Schedule internal meeting for brainstorming and discussion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Consider existing connections and reach out to partners for insight</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Develop profiles of potential partners</td>
<td>Research staff, Input from partners</td>
<td>Profiles of potential partners outlining the following: Benefits to them, Their contributions, Focus areas, mission, and current activities, Any existing connections with them, Priority level</td>
<td>Partner contact information, access to potential partner websites/other resources</td>
<td>May 15, 2018</td>
</tr>
<tr>
<td>- More extensive research of partners</td>
<td></td>
<td></td>
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<tr>
<td>- Circulate profiles to partners and staff for input</td>
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<td></td>
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<tr>
<td>- Prioritize partners based on information compiled</td>
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</tbody>
</table>
6. Write an objective

**S**pecific

**M**easurable

**A**ttainable

**R**elevant

**T**ime Specific

S.M.A.R.T Objective Example:

By October 2020, form three new strategic partnerships with staff and/or key resources to dedicate to tobacco control intervention.
7. Identify all steps
Each step needs details

» Who is responsible?
» What will success look like?
» What resources are needed?
» What is the timeline?
<table>
<thead>
<tr>
<th>Steps to achieve objective: [Be very specific and include important sub-steps. Anyone should be able to pick up this document and understand what needs to happen in order to reach your objective.]</th>
<th>Who will do the work? [Who will ultimately ensure the work gets finished?]</th>
<th>What does success look like? [What metrics will you use to track progress on the completion of each step? How will you know it’s time to move on to the next step?]</th>
<th>What non-financial resources are needed for this step? Where will they come from?</th>
<th>Due date [In the appropriate quarter, enter a specific date by which the activity must be completed.]</th>
</tr>
</thead>
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<tr>
<td>1. Identify potential partners</td>
<td>Leadership, input from partners and staff</td>
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<td>Feb. 28, 2019</td>
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<tr>
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<td></td>
<td></td>
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<tr>
<td>2. Develop profiles of potential partners</td>
<td>Research staff, input from partners</td>
<td>Profiles of potential partners outlining the following:</td>
<td>Partner contact information, access to potential partner websites/other resources</td>
<td>May 15, 2019</td>
</tr>
<tr>
<td>• Research partners more extensively</td>
<td>Benefits to them</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Circulate profiles to partners and staff for input</td>
<td>Their contributions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Prioritize partners based on information compiled</td>
<td>Focus areas, mission, and current activities</td>
<td></td>
<td></td>
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<td></td>
<td>Any existing connections with them</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Priority level</td>
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Teamwork
8. Implement Plan, Monitor Progress & Reassess
Evidence of Impact: Does it Work?

“As a direct result [of the sustainability process], we were able to identify gaps and opportunities for collaboration, in order to streamline work and advance program efforts across all organizations.”
Tips for successful sustainability planning

» Focus on what you can change
» Narrow your plan focus
» Work together!
» Plan team communication and follow-up
» Align sustainability with other TEC plans and goals
» Anticipate challenges and be realistic
» Monitor progress and reassess
Health Equity and Sustainability
Rate the sustainability capacity of your **PROGRAM** or **CLINICAL PRACTICE** to help plan for its future.

**PSAT**

Program Sustainability Assessment Tool

**CSAT**

Clinical Sustainability Assessment Tool
Summary

» **Defined** program sustainability

» **Explored** factors that influence sustainability capacity

» **Introduced** three-step planning process for building capacity for sustainability
Questions & Discussion
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