Center for Public Health Systems Science

Brown School

Planning for Sustainability

Building Bridges Leadership Institute

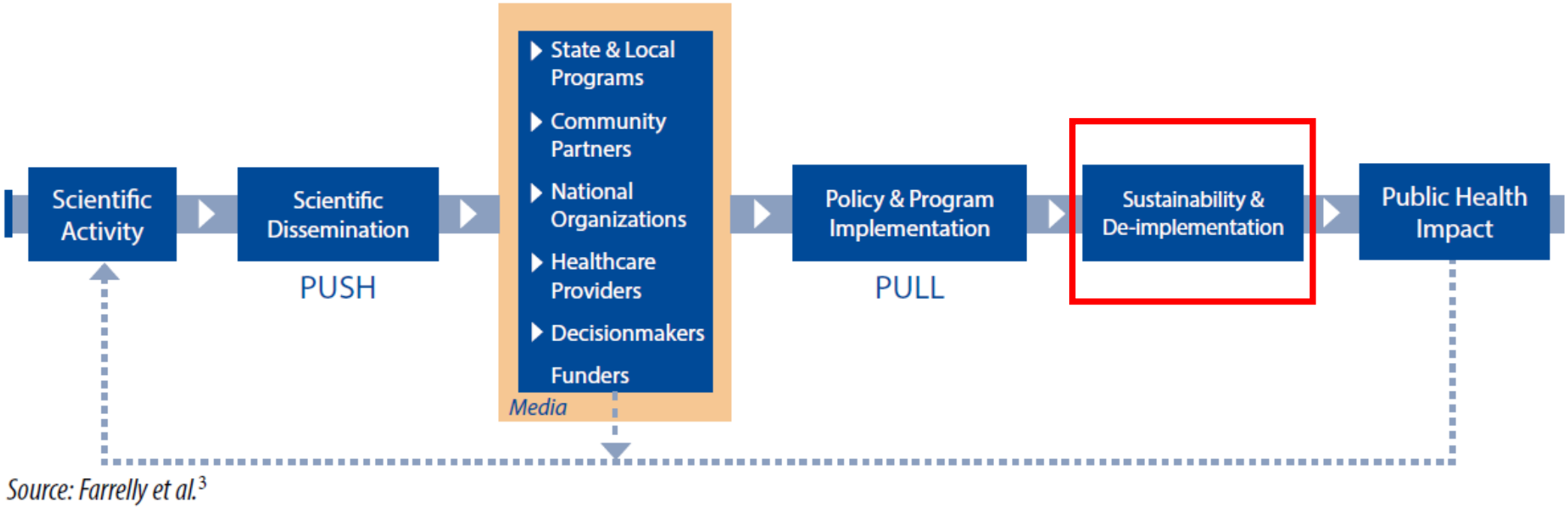
Kim Prewitt & Rachel Hackett I October 23, 2020

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

U.S. Department of Health and Human Services
Centers for Disease Control and Prevention

NEWS NOW Gov. Cuomo touts NY's alcohol industry, vows more help ... Spanish Colonial horses vi

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-n*uh*-**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

Schell, SF, Luke, DA, Schooley, MW, Elliott, MB, Herbers, SH, Mueller, NB, and Bunger, AC. (2013). Public health program capacity for sustainability: A new framework. *Implementation Science, 8(15)*.

Environmental Support

Having a supportive internal and external climate

Funding Stability

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

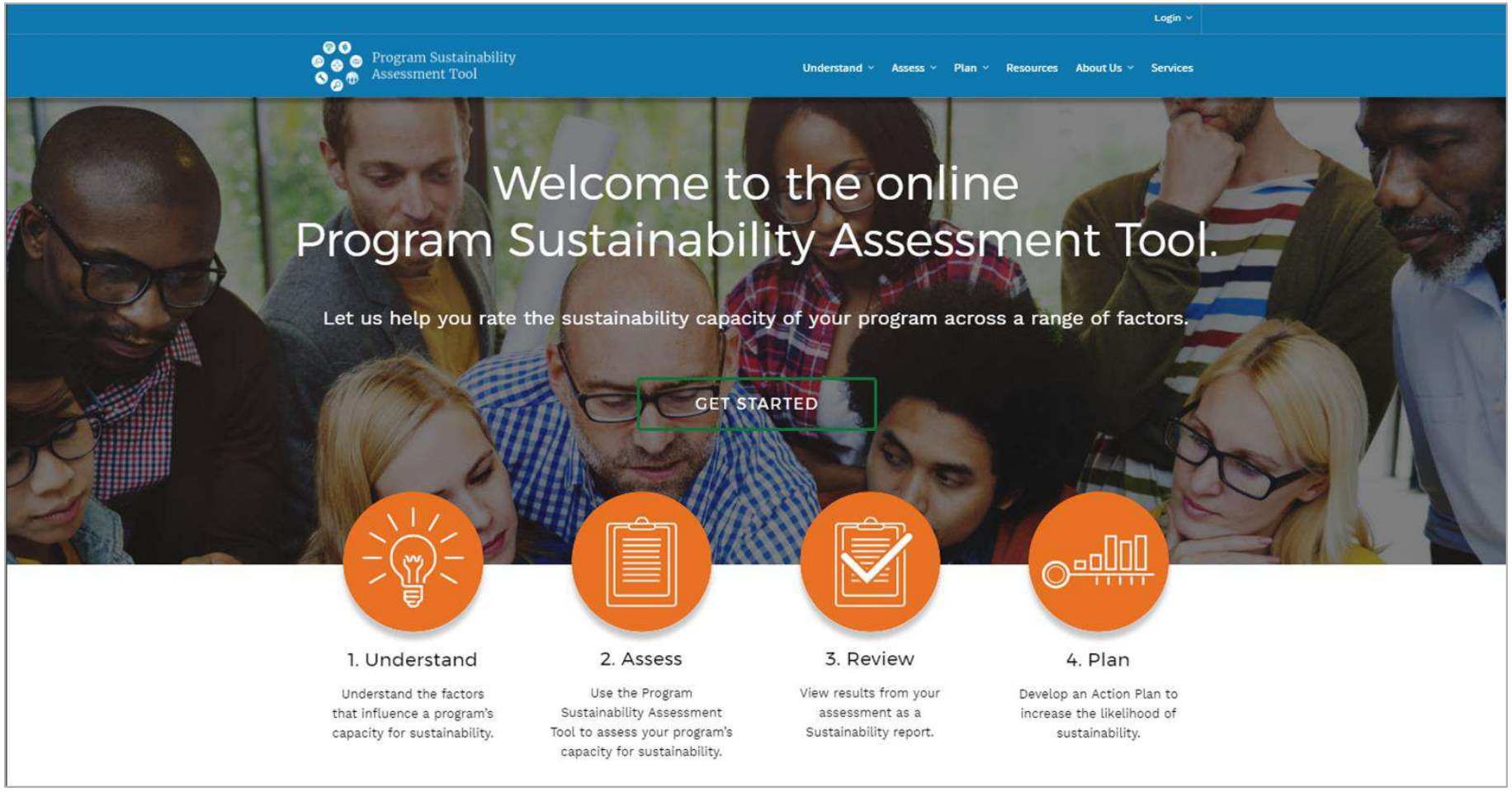
Communications

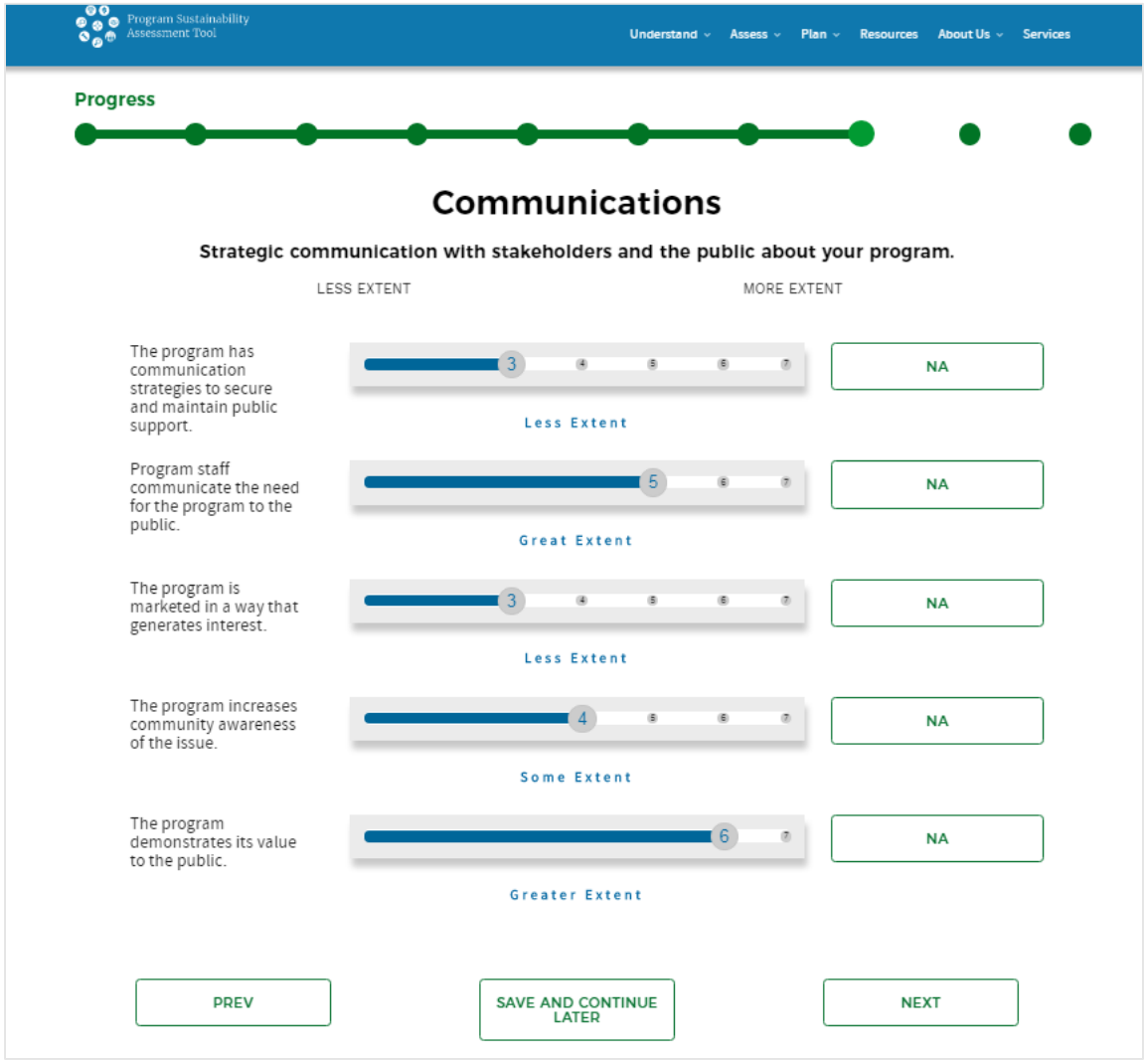
Strategically communicating with stakeholders and the public about your program

Strategic Planning

Using processes that guide your program's directions, goals, and strategies

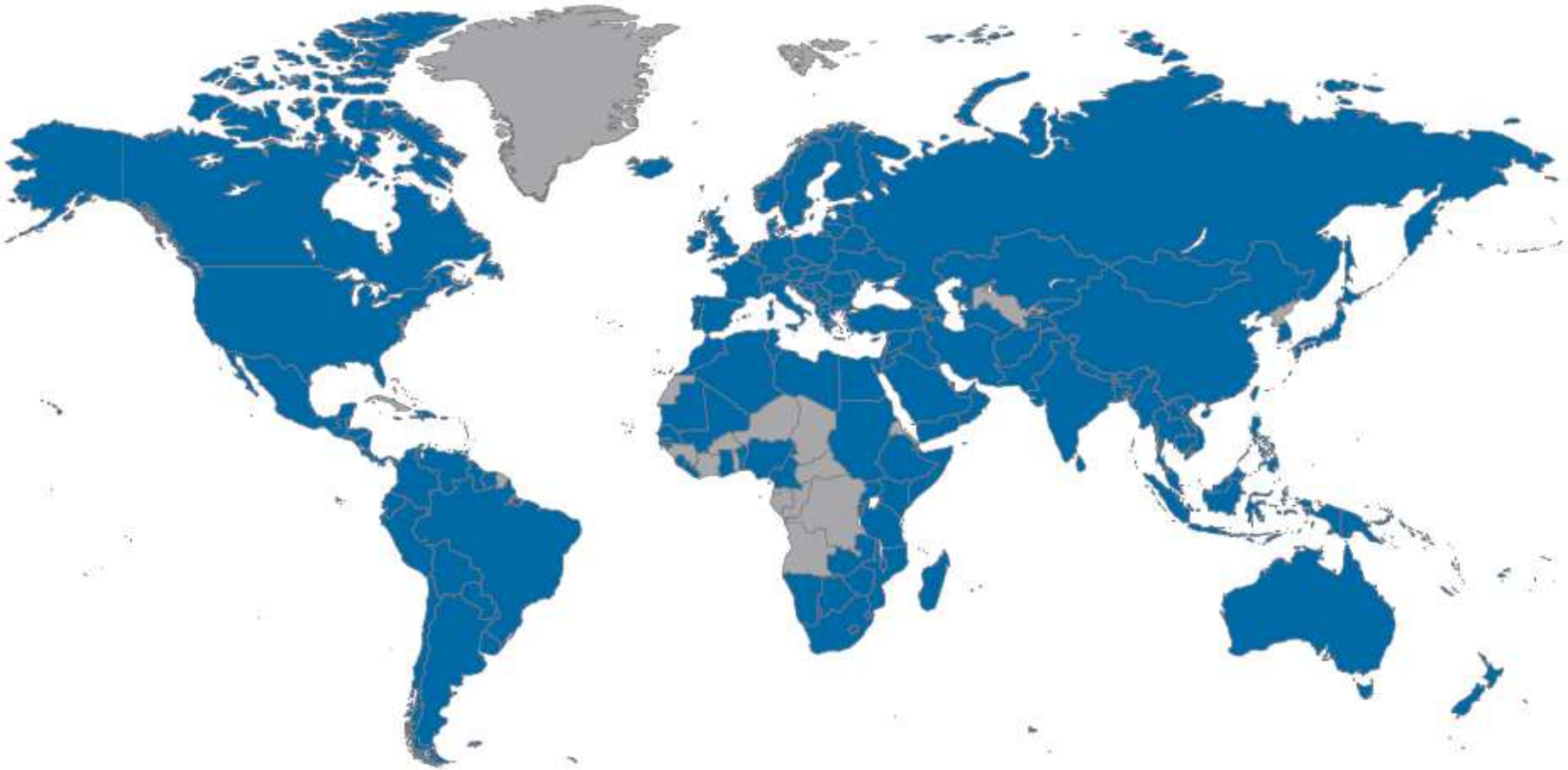
Sustaintool.org





Program Sustainability Assessment Tool (PSAT)

Sustaintool.org



Why Clinical Sustainability?

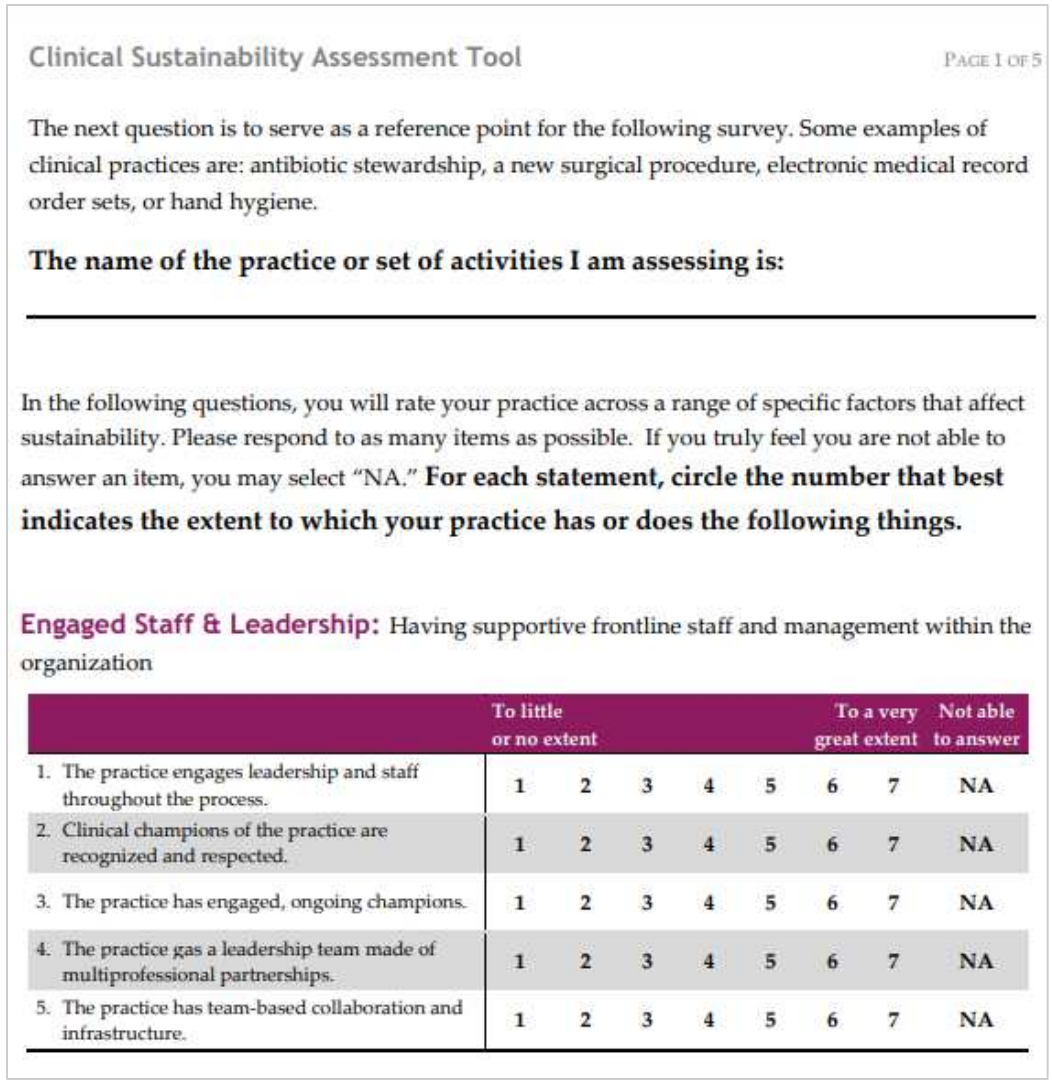
Why clinical sustainability tools are necessary

- 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

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:

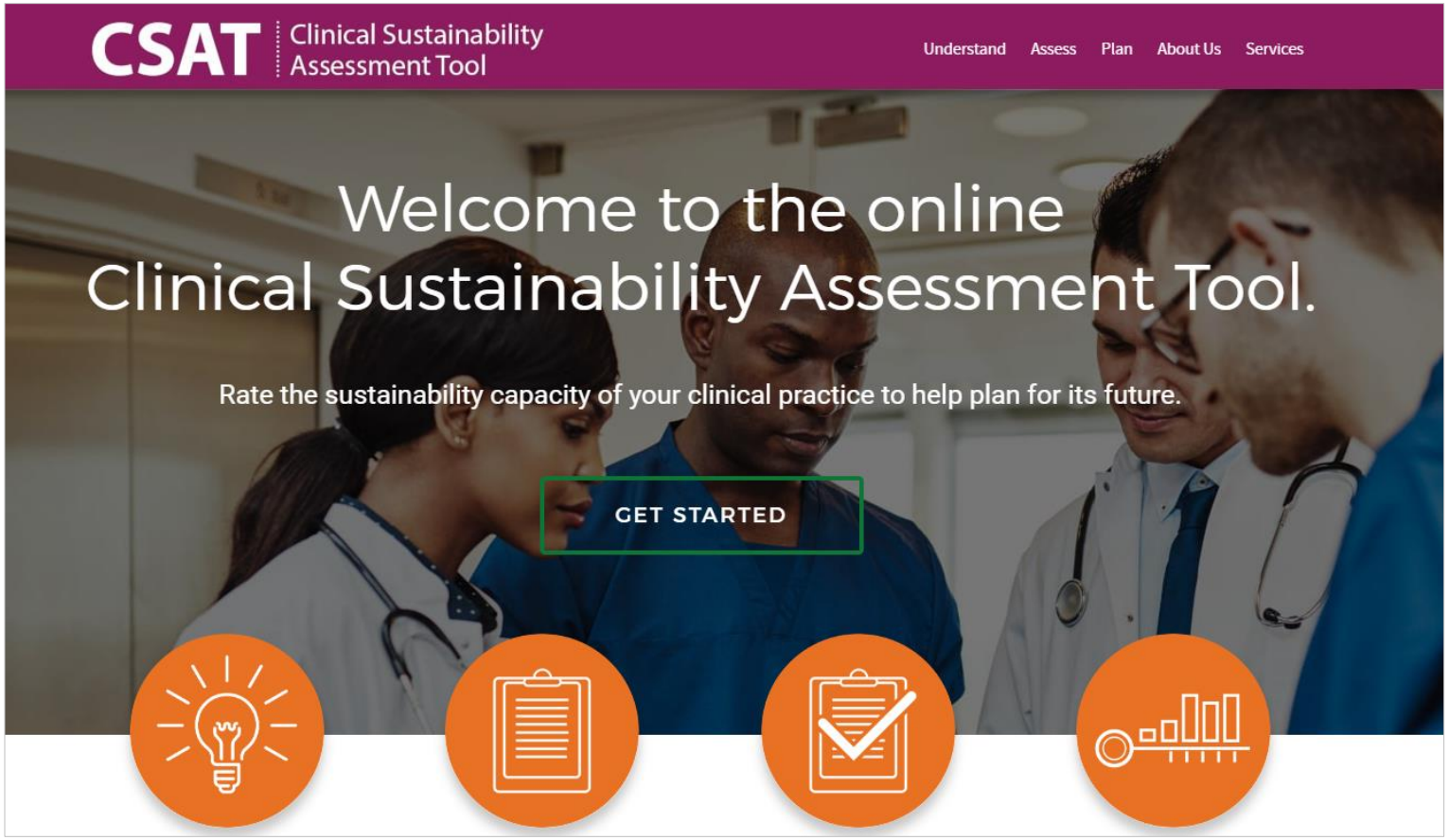
In the following questions, you will rate your practice across a range of specific factors that affect sustainability. Please respond to as many items as possible. If you truly feel you are not able to answer an item, you may select "NA." **For each statement, circle the number that best indicates the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

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

	To little or no extent						To a very great extent	Not able to answer
1. The practice engages leadership and staff throughout the process.	1	2	3	4	5	6	7	NA
2. Clinical champions of the practice are recognized and respected.	1	2	3	4	5	6	7	NA
3. The practice has engaged, ongoing champions.	1	2	3	4	5	6	7	NA
4. The practice gas a leadership team made of multiprofessional partnerships.	1	2	3	4	5	6	7	NA
5. The practice has team-based collaboration and infrastructure.	1	2	3	4	5	6	7	NA

Clinical Sustainability Assessment Tool (CSAT)

Sustaintool.org



Choosing between the PSAT and CSAT

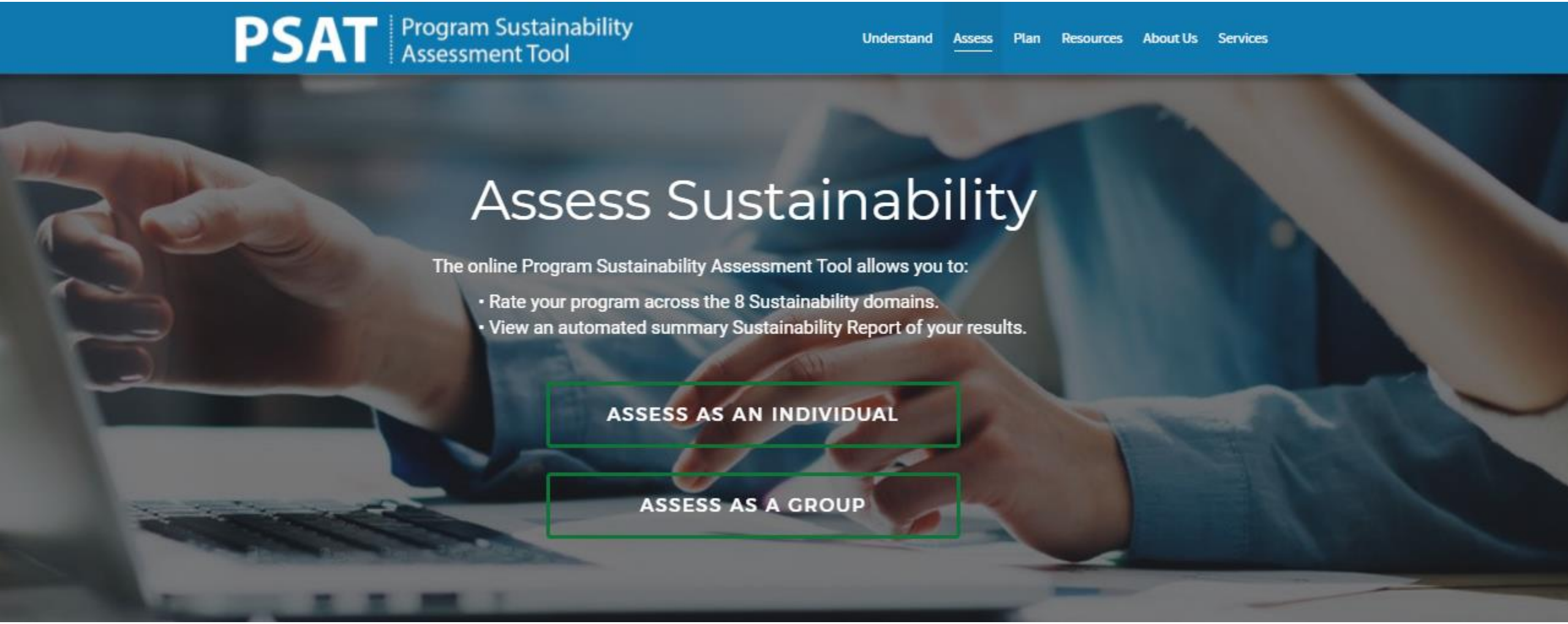
PSAT Domains

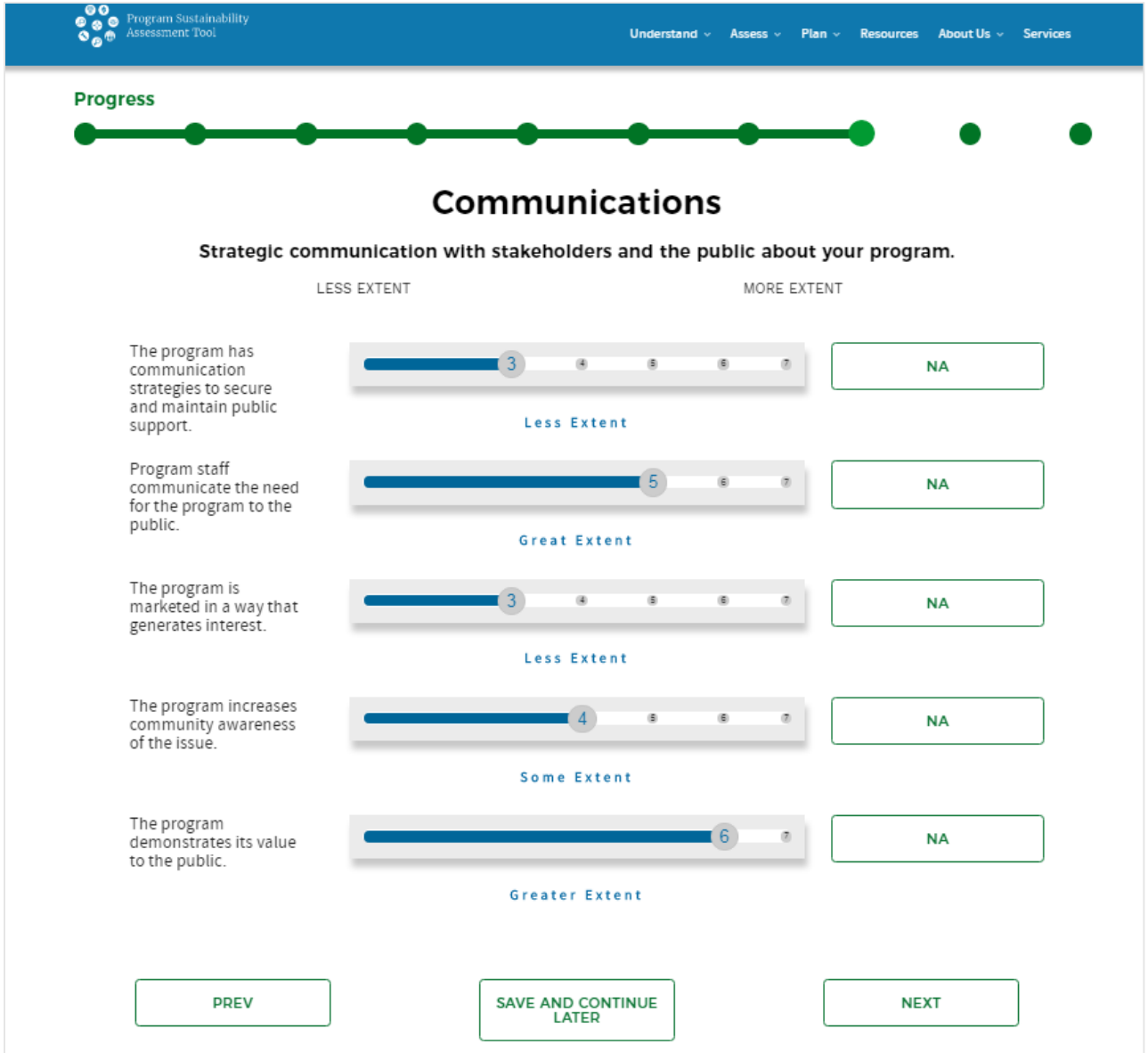
- Environmental Support
- Funding Stability
- Partnerships
- Organizational Capacity
- Program Evaluation
- Program Adaptation
- Communications
- Strategic Planning

CSAT Domains

- Engaged Leadership & Staff
- Engaged Stakeholders
- Organizational Readiness
- Workflow Integration
- Implementation & Training
- Monitoring & Evaluation
- Outcomes & Effectiveness

Assessing Sustainability


PSAT
Program Sustainability Assessment Tool
Understand
Assess
Plan
Resources
About Us
Services
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

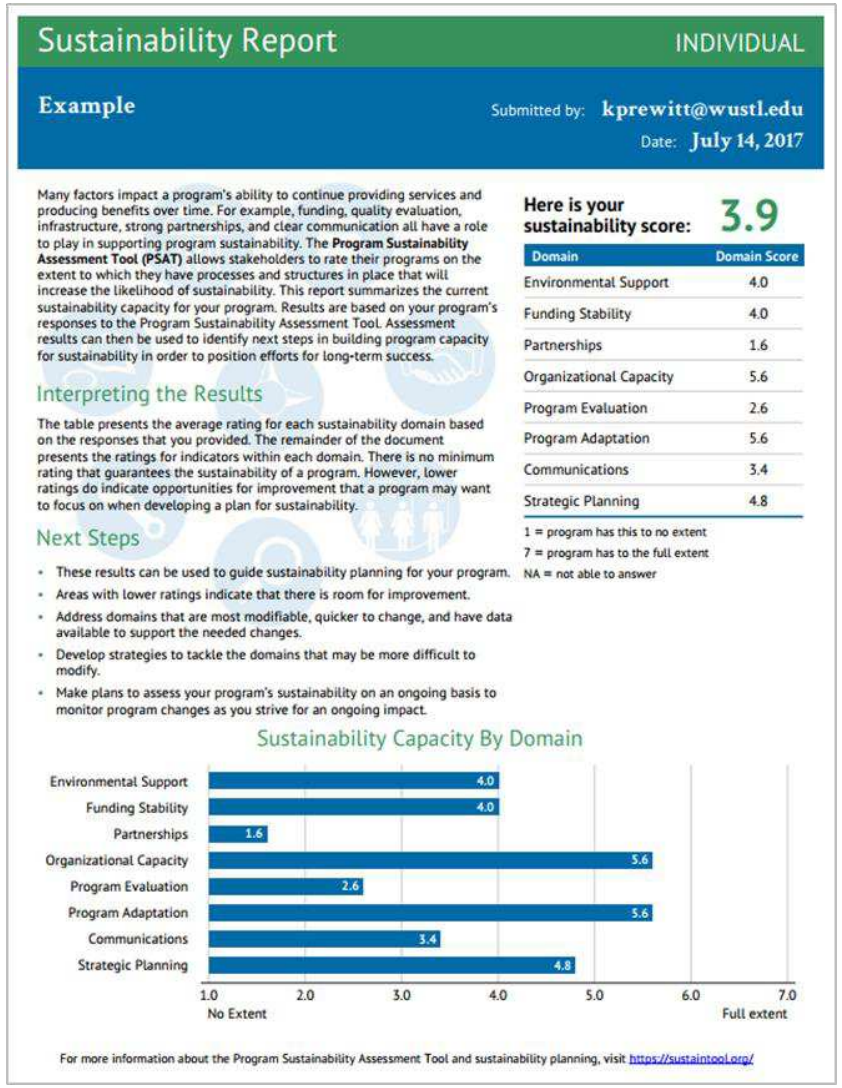

Program Sustainability Assessment Tool
Understand
Assess
Plan
Resources
About Us
Services
Progress
Communications
Strategic communication with stakeholders and the public about your program.
LESS EXTENT
MORE EXTENT
The program has communication strategies to secure and maintain public support.
3
Less Extent
NA
Program staff communicate the need for the program to the public.
5
Great Extent
NA
The program is marketed in a way that generates interest.
3
Less Extent
NA
The program increases community awareness of the issue.
4
Some Extent
NA
The program demonstrates its value to the public.
6
Greater Extent
NA
PREV
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

INDIVIDUAL

Example

Submitted by: kprewitt@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 to play in supporting program sustainability. The **Program Sustainability Assessment Tool (PSAT)** allows 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 presents the ratings for indicators within each domain. There is no minimum rating that guarantees the sustainability of a program. However, lower ratings do indicate opportunities for improvement 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.

Here is your sustainability score: 3.9

Domain	Domain Score
Environmental Support	4.0
Funding Stability	4.0
Partnerships	1.6
Organizational Capacity	5.6
Program Evaluation	2.6
Program Adaptation	5.6
Communications	3.4
Strategic Planning	4.8

1 = program has this to no extent
7 = program has to the full extent
NA = not able to answer

Sustainability Capacity By Domain

For more information about the Program Sustainability Assessment Tool and sustainability planning, visit https://sustaintool.org/

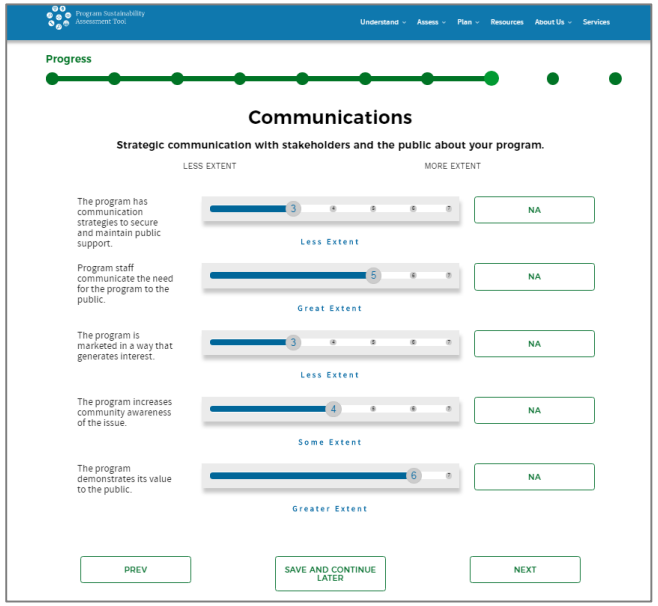
Planning for Sustainability

The sustainability planning process

Understand →

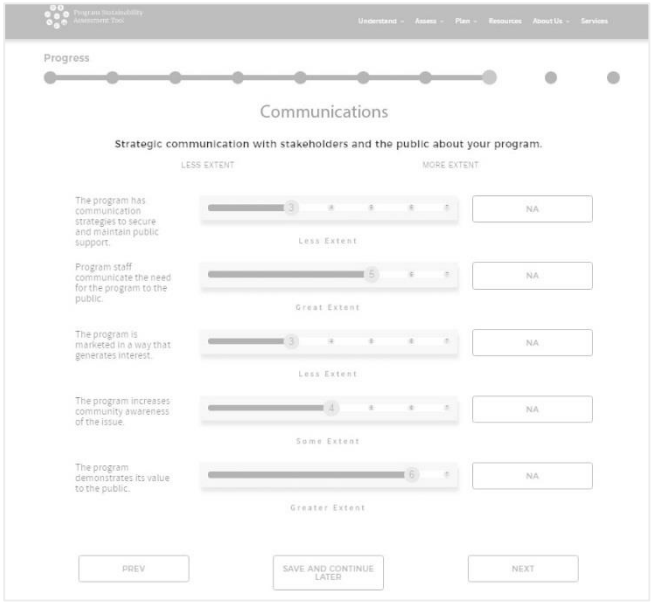
The sustainability training process

Understand → **Assess** →

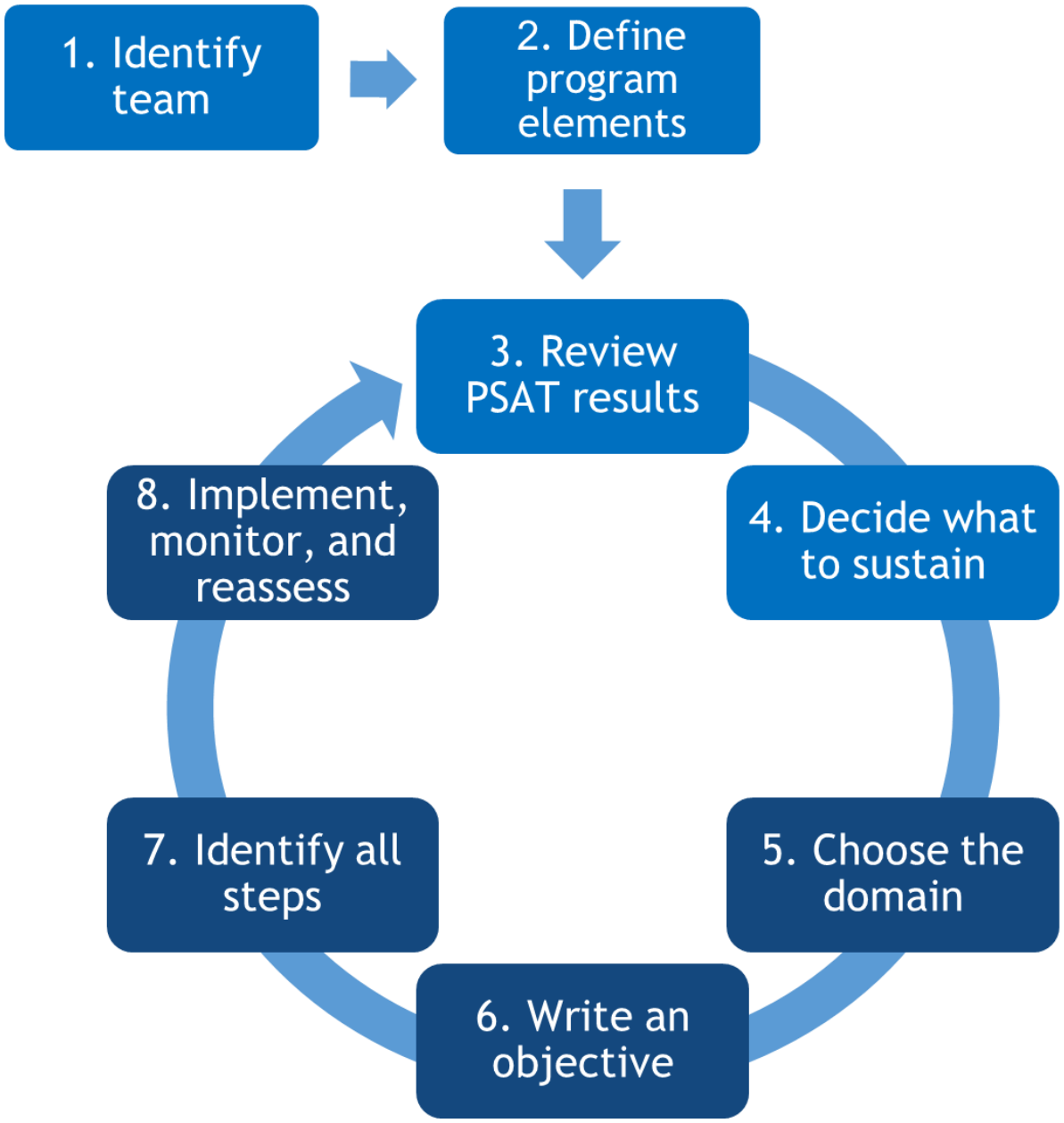


The sustainability training process

Understand → Assess → **Plan**



Partnerships: Cultivating connections between your program and its stakeholders							
Sustainability SMART Objective: By October 2019, form three new strategic partnerships with staff and/or key resources to dedicate to program intervention.							
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.]	**Who will do the work?** [Who will ultimately ensure the work gets finished?]	**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?]	**What non-financial resources are needed for this step? Where will they come from?**	**Due date** [In the appropriate quarter, enter a specific date by which the activity must be completed.]			
				Q1	**Q2**	**Q3**	**Q4**
1. Identify potential partners • Determine what is needed in terms of resources/knowledge/skills • Independently research by looking at organizations' websites and other available resources • Schedule internal meeting for brainstorming and discussion • Consider existing connections and reach out to partners for insight	Leadership, input from partners and staff	List of potential partners	Partner contact information, access to potential partner websites/other resources	Feb. 28, 2019			
2. Develop profiles of potential partners • Research partners more extensively • Circulate profiles to partners and staff for input • Prioritize partners based on information compiled	Research staff, input from partners	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	Partner contact information, access to potential partner websites/other resources		May 15, 2019		



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

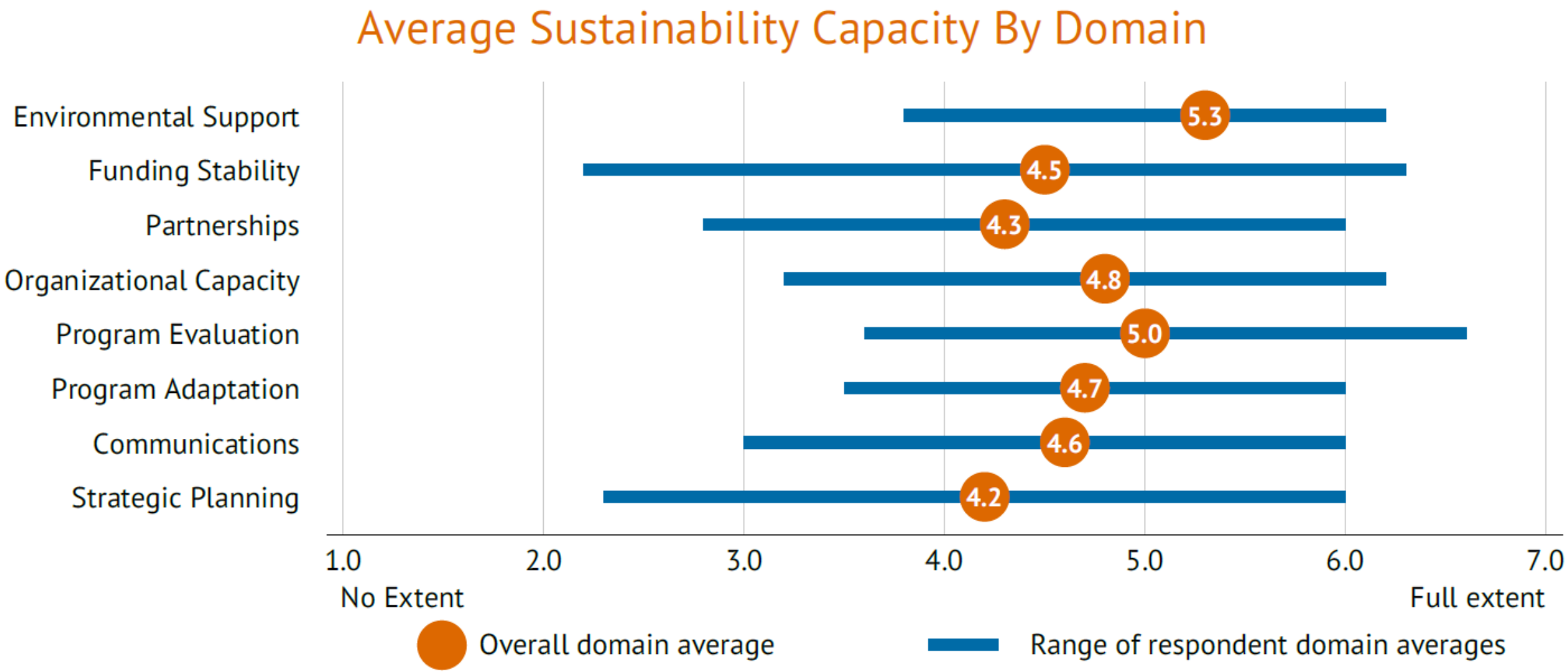
2. Define program elements

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



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

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Sustainability SMART Objective: By October 2018, form three new strategic partnerships with staff and/or key resources to dedicate to tobacco control intervention.							
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1. Identify potential partners • Determine what is needed in terms of resources/knowledge/skills • Independently research by looking at organizations' websites and other available resources • Schedule internal meeting for brainstorming and discussion • Consider existing connections and reach out to partners for insight	Leadership, input from partners and staff	List of potential partners	Partner contact information, access to potential partner websites/other resources	Feb. 28, 2018			
2. Develop profiles of potential partners • More extensive research of partners • Circulate profiles to partners and staff for input • Prioritize partners based on information compiled	Research staff, input from partners	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	Partner contact information, access to potential partner websites/other resources		May 15, 2018		

6. Write an objective

Specific

Measurable

Attainable

Relevant

Time 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**?

Partnerships: Cultivating connections between program partners and its stakeholders							
Sustainability SMART Objective: By October 2019, form three new strategic partnerships with staff and/or key resources to dedicate to our intervention.							
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Teamwork

8. Implement Plan, Monitor Progress & Reassess

Evidence of Impact: Does it Work?

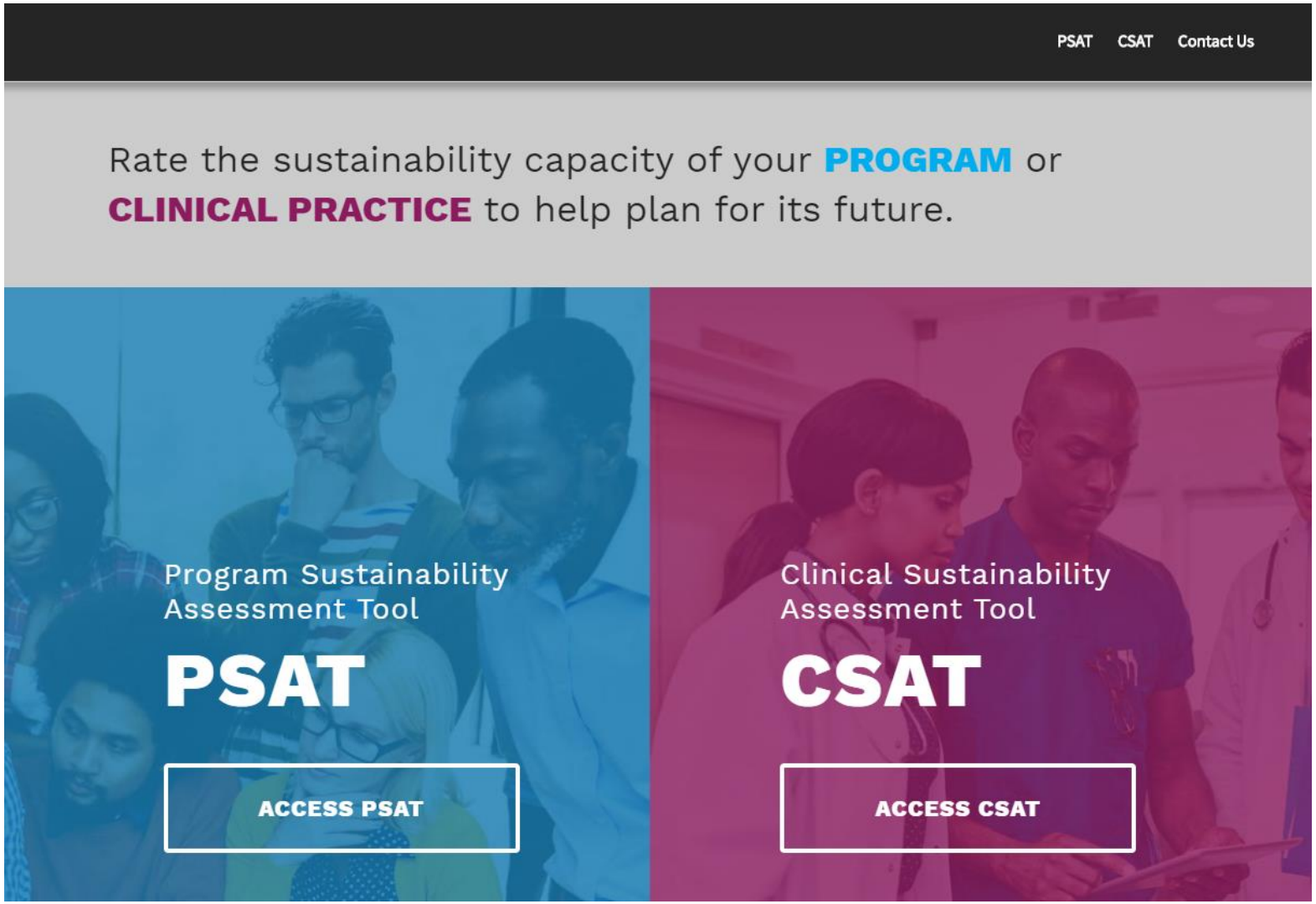
"As a direct result [of the sustainability process], we were able to identify gaps and opportunities for collaboration, in order to streamline work and advance program efforts across all organizations."

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

Sustaintool.org



Summary

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- **Explored** factors that influence sustainability capacity
- **Introduced** three-step planning process for building capacity for sustainability

Questions & Discussion

Contact Us

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