

SUSTAINABILITY: QUESTIONS, ISSUES, AND EXERCISES

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OVERVIEW

- 1. What is sustainability? What is known?**
- 2. To sustain or not**
- 3. What to sustain? Re-invention and Adaptation**
- 4. Resources exercise**
- 5. Action Plan and ongoing evaluation**

WHAT IS SUSTAINABILITY?

- “Capacity to maintain service at a level that will provide continuing control of a health problem after major...assistance from external donor is terminated.” (U.S. AID)**
- “Continuation of community health or quality of life benefits over time.” (Shediac-Rizkallah & Bone)**
- “Routinization occurs when the innovation has been incorporated into the regular activities of the organization, and...it loses its separate identity.” (Rogers)**

TYPES OF SUSTAINABILITY

- a. Entire service may be continued**
- b. Parts of the service may be continued**
- c. Re-invention**
- d. Transfer of same or all services to another organization**

Does NOT imply no change to program

FACTORS INFLUENCING SUSTAINABILITY

1. Project Design and Implementation

- Address community needs
- Training of trainers/constituents

2. Organizational Setting

- Integrate within existing systems and groups
- Develop program champions

3. Broader Community Environment

- Identify competing demands for resources
- Participatory approaches

U.S. AID SUSTAINABILITY INFLUENCES

- 1. Organizational Vision**
- 2. Local Institutional Support**
- 3. Institutional Capacity (capacity building)**
- 4. Demand for Services**

“FINANCES ARE OFTEN GREATEST CHALLENGE”

Options:

- Become line item in existing budget**
- Make content broader or narrower**
- Get another organization to deliver or fund**
- Use lower cost or “free” personnel—e.g., lay health coaches**
- Fund raisers**
- Endowment or more grant funding**
- Charge – develop fee for service**

CHARACTERISTICS OF ORGANIZATIONS SUCCESSFUL AT SUSTAINABILITY

- **Start early**
- **Select affordable services**
- **Creative resourcing employed**
- **Adjust staffing patterns**
- **Create demand for the service**
- **Redefine the program to align with organizational mission**

TO SUSTAIN OR NOT TO SUSTAIN...QUESTION

- 1. What have your evaluations shown to date? (Program reach, effectiveness, implementation, cost, unintended consequences?)**
- 2. How do the staff responsible for delivering various aspects of the program feel about it? Who are champions?**
- 3. How feasible is the program proving to be?**

QUESTIONS...continued

- 4. What level of support do you have for this program from key decision makers through the organization?**
- 5. How does the program align with organization mission and priorities?**
- 6. How does this program impact the visibility and reputation of your organization?**

WHAT TO SUSTAIN?

- 1. Consider each of the key program components:**
 - a. Recruitment**
 - b. Delivery**
 - c. Evaluation**
 - d. Other**

- 2. Conduct Adaptation Activity for each key component:**
 - a. Ask how essential this component is to program theory and effectiveness**

The Adaptation Activity

Program Component	
Essential Elements:	Is this an essential element as indicated by the program developers?
Level of Value (Participants):	Rate how valuable you believe the participants would rate this component of the program (e.g., High, Medium, Low).
Level of Value (Organization):	Rate how valuable you believe your organization would rate this component of the program (e.g., High, Medium, Low).
Sustainability:	Determine if the component is sustainable, as is, or if it needs adaptation or elimination. If you determine the component cannot be sustained even with modification, provide reasons for why this is so.
Proposed Adaptation:	If you determine the component needs modification, describe the proposed adaptations. Describe how you will ensure that the modification will preserve the essential elements of the program.
What is Lost:	If you adapt or eliminate the component, detail what is lost from an evidence, participant, and organizational perspective.
What is Gained:	If you adapt or eliminate the component, detail what is gained from an evidence, participant, and organizational perspective.

FUNDING...

THE WILLIE SUTTON QUESTION

- 1. Conduct a Community Connections assessment.**
- 2. Ask “How does the program relate to or support the mission of our organization or potential partner?”**

THE CONNECTIONS MAP

Grantee Organization:		Coalition Member's Name:
Corporate/Business	Professional Associations	Civic Organizations/Associations
Colleges/University	Government	Foundations
Other Community Initiatives	School Boards/PTA	Faith-Based Organizations
Clubs (Ethnic, Cultural, Personal)	Key Individuals	Health Settings

FUNDING MATRIX WORKSHEET*

	Source 1	Source 2	Source 3	Cash Totals	In-Kind Totals
Funding Sources					
Time Remaining (Months)					
Renewal Option (Yes/No)					
Program Support Categories					
Personnel (staffing, educators, admin)					
Operations (office supplies, etc.)					
Marketing/Communications					
Program Materials (books, etc.)					
Space (office, classes)					
Travel					
Contracts (facilitators, licensure)					
Indirects					
Totals					
Cash Totals					
In-Kind/Volunteer Totals					

* Matrix format adapted from California Healthy Start Field Office, 1998

MAKE ONGOING EVALUATION PLANS

- **Determine how you will know if your sustainability plan is working.**
- **When will you re-evaluate; what will you do; who will conduct assessment?**

SUSTAINABILITY ACTION PLAN

AREA	WHO	WHAT	TIMELINE	COMMENTS
<u>Recruitment</u>				
<u>Program Component Design</u>				
<u>Funding and Partners</u>				
<u>Evaluation</u>				

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