

Prospectus Group, LLC. Presents: Sustainability Assessment Toolkit Training

FEBRUARY 16, 2021

10:00 AM



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Technology Used in This Presentation

Zoom



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Content and Outcomes

This training will aim to:

- Describe sustainability as a foundational element for all five phases of the Strategic Prevention Framework (SPF) process
- Demonstrate how to assess and measure sustainability across the SPF process
- Provide a building plan toolkit across sustainability assessment

Pre-Training Takeaway

As we have now entered the fifth year of the ASAPP project, much focus should have been and will be around sustainability. As the SPF process explains, sustainability should have been considered in every step and every year of the project.

In prevention, sustainability refers to maintaining...

positive outcomes **A**

staff **B**

stakeholders **C**

positive data trends **D**



Sustainability Defined in Prevention

In prevention...

Sustainability is the capacity of a community to produce and maintain positive prevention **outcomes** over time. To maintain positive outcomes, communities will want to sustain an effective strategic planning process as well as those programs and practices that produced positive prevention results. Accomplishing these dual tasks requires the participation, resolve and dedication of diverse community members and careful planning.

Sustaining an Effective Strategic Planning Process

Keep in mind...

Prevention takes time

While communities are likely to achieve some short-term outcomes initially, it can take many years to produce long-term results. When practitioners help the SPF process live on over time, communities are much more likely to make a significant and lasting impact on their substance misuse problems.

Substance misuse problems and priorities change

Prevention needs and capacity are always evolving with new substance misuse issues arising that no one can anticipate right now. With a well-established strategic planning process like the SPF already in place, communities will be able to recognize—and respond effectively to—these important changes over time.

Discussion: Provide an example of recent changes in substance misuse trends and/or priorities.

Successful implementation of the SPF depends on collaboration

The SPF is widely recognized by many public health funders and practitioners. Adherence to a common planning process can help planners establish a shared language across health issues and build the interdisciplinary partnerships needed to make a real difference.

Sustainability as a Foundational Element for all Five Phases of SPF

ASSESSMENT

During assessment, practitioners begin making decisions based on a clear understanding of local prevention needs. They also begin building relationships with data keepers and stakeholders who can play important roles in supporting and sustaining local prevention efforts over time.

BUILDING CAPACITY

Intentional capacity building at all levels helps to ensure that successful programs are sustained within a larger community context, and therefore less vulnerable to local budgetary and political fluctuations. □ Effective capacity building increases an organization's or community's ability to respond to changing issues with innovative solutions. □ Building capacity also involves promoting public awareness and support for evidence-based prevention, and engaging partners and cultivating champions who will be vital to the success—and sustainability—of local prevention efforts.

PLANNING

When developing a comprehensive approach to preventing substance misuse, communities should consider the degree to which prevention interventions fit with local needs, capacity, and culture: the better the fit, the more likely interventions are to be both successful and sustainable.

IMPLEMENTATION

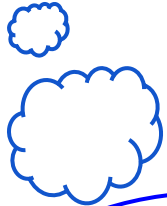
By working closely with community partners to deliver evidence-based programs and practices as intended, closely monitoring and improving their delivery, and celebrating “small wins” along the way, planners help to ensure their effectiveness and begin to weave prevention into the fabric of the community.

EVALUATION

Through process and outcome evaluation, communities can make important mid-course corrections to prevention efforts, identify which practices are worth expanding and/or sustaining, and examine ongoing plans for—and progress toward—sustaining those practices that work. □ By sharing evaluation findings, planners can also help build the support needed to expand and sustain effective interventions.

Assessing and Measuring Sustainability Across the SPF Process

Keep in mind...



Some programs and practices included in a comprehensive prevention plan are likely to work better than others (e.g., they produce positive outcomes and/or receive community support).

To maintain positive outcomes over time, it's important to identify and sustain those prevention programs and practices that work well for a community.

Keys to Sustainability

Sustaining effective behavioral health promotion and prevention efforts requires ongoing attention to a number of key elements which are integrated into the steps of the SPF.

1. Building Community Support
2. Enhancing Organizational Capacity
3. Ensuring Effectiveness

Keys to Sustainability: Building Community Support

Cultivating community support for prevention and behavioral health promotion and the positive outcomes they achieve is built on the success of organizational efforts to collaborate. Community support can be built by:

- Encouraging community ownership through positive relationship building and collaboration
- Celebrating promotion/prevention successes and accomplishments in public and through social media
- Developing community promotion/prevention leaders and champions, and connecting to other prevention efforts locally, regionally, and statewide

Keys to Sustainability: Enhancing Organizational Capacity

Assuring that community agencies, organizations, and institutions have adequate internal organizational capacity to achieve positive outcomes involves exploring the answers to a number of questions:

- Do organizations have strong administrative structures that will allow them to be competitive for grants and other opportunities?
- Are there formal linkages, such as memoranda of understanding (MOUs), with key partners? Do partners share equal responsibility for addressing community issues?
- Do partnering organizations have resources and expertise they are willing to share?

Keys to Sustainability: Ensuring Effectiveness

Effectiveness is more than just using evidence-based interventions. Effectiveness depends on making sure the logic model lines up in the following ways:

- Interventions are aligned with the problem and risk factor, and have sufficient reach.
- Evidence-based practices that are a good fit conceptually and practically are used.
- The implementation is high quality, and includes buy-in from the community, administrative support, and adequate training for staff to do the intervention.
- The evaluation plan provides ongoing process and outcome data so improvements can be made as needed.

Sustainability Framework and Eight Domains



ENVIRONMENTAL SUPPORT

Having a supportive internal and external climate for your program



FUNDING STABILITY

Establishing a consistent financial base for your program



PARTNERSHIPS

Cultivating connections between your program and its stakeholders



ORGANIZATIONAL CAPACITY

Having the internal support and resources needed to effectively manage your program



PROGRAM EVALUATION

Assessing your program to inform planning and document results



PROGRAM ADAPTATION

Taking actions that adapt your program to ensure its ongoing effectiveness



COMMUNICATIONS

Strategic communication with stakeholders and the public about your program



STRATEGIC PLANNING

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

Writing Your Sustainability Plan

As you write your sustainability plan, be sure to:

1. Develop a sustainability goal for each sustainability domain you have decided to address.
Your sustainability goal should describe the change you want to see happen in order to build capacity in a domain. This goal should be written as a SMART goal (Specific, Measurable, Attainable, Relevant, Time bound).
2. Develop action steps outlining how you will achieve each sustainability goal.
Action steps are different strategies or activities you will use to accomplish your sustainability goal. Depending on your goal, you may need a few steps or several steps. The more detailed the steps, the easier it will be to complete them.
3. Identify who will need to be involved to make each step successful.
Consider whether leadership, partners, clients, community members, etc., need to be involved in completing any of the action steps. If you need their input or buy-in, be clear in the action steps about how you will get them on board.
4. Identify resources you will need to accomplish each action step.
Resources could be money, people, time, data, materials, etc.
5. Develop milestones so you can track your progress.
Milestones are ways you will measure your success in completing your action steps. It's helpful if milestones are written as numbers (e.g., two new grants submitted by end of 2nd Quarter, 1 new champion recruited and trained by end of the year) or as percentages (e.g., client satisfaction increases by 25% based on exit survey results).

Steps You Can Take to Help Your Program Build Environmental Support



[Planning Resource](#)

- Conduct a [Stakeholder Analysis](#) to figure out who you need to inform or influence.
- Develop an ‘ask’ and talking points, and identify the appropriate decision-maker. Your ‘ask’ is the action that you want this decision maker to take on behalf of your program.
- Identify potential decision makers to win over: policy makers, city council members, state legislators, other local and statewide elected officials, or school board members.
- Identify potential groups and stakeholders to partner with in order to reach different decision makers: local business leaders, statewide coalition groups, political advocates, or other advocacy groups within your city, county, or state.

Steps You Can Take to Help Your Organization Build Funding Stability



[Planning Resource](#)

- Develop a funding plan to provide safeguards and ensure that key infrastructure is maintained (including an adequate number of qualified staff).
- Include both long-term and short-term goals for acquiring a diverse funding portfolio.
- Construct your funding plan so that it can easily adapt to trends, new funding opportunities, and unanticipated shortfalls.
- Explore different funding options: federal and state grants, local community grants, foundations, line-item budgets, individual and business donors, fundraising events, social entrepreneurship, and fees for service.

Steps You Can Take to Help Build Partnerships



Planning Resource

- Conduct a partner or stakeholder analysis. Which organizations or individuals will require a lot of time and energy to keep involved? Who has a lot of influence? Create a stakeholder management plan based on this analysis.
- Identify organizations and individuals that are not currently involved in program efforts, but are impacted by the issues your program addresses. Determine how they could contribute to or benefit from your work, and engage them in your program.
- Identify the goals for each partnership. What does your program need from this partner? How can this partner benefit from working with your program?
- Once you've started a partnership, maintain and cultivate it or the relationship may not be beneficial for either party. Be mindful of how you keep your partners up-to-date and how you make them feel valued.

Steps You Can Take to Help Build **Organizational Capacity**



Planning Resource

- Align your program's mission and goals with that of your larger organization. If your program is headed in a different direction than your parent organization, sustainability will be challenging.
- Identify opportunities to share staff and physical resources across departments or programs within your organization.
- Ensure that ongoing workforce training and development opportunities are available for essential staff members.
- Maintain core staff with sufficient expertise and skills to carry out the essential operations of your program. High turnover makes it very difficult to provide consistent, high quality services.

Steps You Can Take to Help Build Program Evaluation Capacity



[Planning Resource](#)

- Ensure that program staff and/or contractors are available to collect, analyze, and report evaluation data.
- Develop a logic model and base your data collection needs on the outcomes you are trying to achieve.
- Conduct regular needs assessments to ensure that you meet the needs of your priority population.
- Regularly collect data on your target population to advocate for the need for and/or effectiveness of your program. If you do not have sufficient resources to collect these types of data, look for publicly available data sources (e.g., census data, local health data, employment data).
- Establish regular meetings to review evaluation data, and develop a plan for making necessary program changes.

Steps You Can Take to Help Build Program Adaptation



Planning Resource

- Work with internal and external partners to prioritize program components so that you are ready with scaled-up and scaled-down versions of program activities.
- Periodically review evaluation results to assess which components of the program are not working and should be adapted or discontinued. Redirect resources from unsuccessful or unnecessary activities to other efforts.
- Identify a point person who is responsible for remaining up-to-date on the developing evidence/research and best practices in your content area.
- Communicate frequently with your target population to find out how well the program fits their needs or how it could be improved.

Steps You Can Take to Help Your Program's Communications



[Planning Resource](#)

- Develop a communication and marketing plan that actively conveys the goals, successes, and necessity of your program to a variety of audiences (e.g., stakeholders, funders, media, etc.). Tailor your communication to each audience by using different forms of communication or tweaking your message.
- Develop an internal communication plan. Who needs to know what? Ensure that organizational leadership is aware of your program's outcomes and impacts.
- Identify key media contacts, and establish and maintain regular communication with them.
- Celebrate programmatic successes with stakeholders at all levels, especially staff that deliver your program. This could come in the form of a simple email thanking everyone involved for their contributions.

Steps You Can Take to Help Build **Strategic Planning**



[Planning Resource](#)

- Conduct strategic planning in concert with your larger organization and external partners to ensure buy-in to program goals and direction.
- Ensure that any implementation plan outlines clear roles and responsibilities for program staff and other stakeholders.
- Use the strategic plan to guide fiscal management decisions that affect the program's immediate and future needs.
- Regularly assess and plan for sustainability as part of strategic planning activities.

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Which of the following is NOT one of the three pillars of sustainability?

Building Community Support

Enhancing Organizational Capacity

Ensuring Effectiveness

Achieving Cultural Competence



Sustainability Assessment Toolkit

[Sustainability Assessment Tool](#)

[Sample Sustainability Plan](#)

[Healthy Communities Action Plan](#)

[Action Sustainability](#)

Link for Chat Box:

[Sustainability Assessment Toolkit Training Links](#)

Questions?



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