



Three Keys to Sustainability

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Presented by
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 **PRESENTERS** 

- Kathleen Gary, as CSAP's Southwest CAPT liaison, assists the State of Colorado in its implementation of the SPF-SIG framework through collaboration with the SPF-SIG Management Team and corresponding workgroups. Ms. Gary also works closely with the six agencies comprising Colorado's Prevention Leadership Council, who are mandated to guide the implementation of innovative approaches to enhancing prevention, intervention, and treatment systems among state agencies, partners and advocates, and community representatives.
- Karin McBride works for OMNI Institute, a social science research organization in Denver that provides evaluation services to government and nonprofit agencies serving the prevention community. Miss McBride provides evaluation capacity-building training and technical assistance to youth and family prevention grantees who participate in large-scale evaluations funded by Colorado state agencies. Beyond the many evaluation programs she has delivered, her recent presentations include a poster at the November 2008 American Evaluation Association Conference as well as a session at the 2006 Southwest Prevention Conference.



OBJECTIVES

- Learn about the paradigm shift from sustaining programs to sustaining outcomes
- Increase knowledge of a framework for sustainability
- Increase knowledge of sustainability technical assistance resources



AGENDA

- Overview
- Key 1
- Key 2
- Key 3
- Summary
- Session evaluation



Overview



- Sustainability is the process of ensuring an adaptive and effective system that achieves and maintains desired long-term results.
- Sustainability involves developing prevention systems that promote and support the delivery of effective prevention strategies in order to prevent and reduce the problems associated with, or that are a result of, substance use.



Paradigm Shift in Sustainability


Moving away from a *program* orientation to **outcomes** orientation.

- Sustainable substance abuse prevention systems seek to reduce the problems and consequences that result from substance using behaviors.
- Impact can be achieved via coordinated community-wide efforts to strategically target the availability of substances (the agent), the substance use consumption patterns (the host), and the social and physical environments which put populations at risk for early initiation of substance and eventual substance misuse and abuse.
- Changing substance consumption behaviors at a population level requires a mix of strategies to reduce risks among specific populations primarily affecting or influencing social and physical environments.



Key 1:
Organizational Capacity


- Assure community agencies, organizations and institutions have adequate internal organizational capacity to support the prevention effort and achieve its targeted outcomes.

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Key 1:
Organizational Capacity

ACTIONS

- Develop structures and linkages
- Adopt policies and procedures
- Secure resources
- Acquire expertise

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Key 1:
Organizational Capacity

- ACTION 1: Develop administrative structures and formal linkages
 - *Why is this important?*
 - Organizational functions support the prevention effort
 - Demonstrate evidence of administrative and fiscal stability
 - Internal structures with adequate capacity ensure:
 - Effective staff management
 - Sound fiscal management
 - Implementation oversight
 - Data collection and reporting
 - Formalized network relationships facilitate ongoing or regular:
 - Cooperation among internal units necessary to support/sustain outcomes
 - Collaboration among external agencies necessary to support/ sustain community prevention efforts

Key 1:
Organizational Capacity

o ACTION 1: Develop administrative structures and formal linkages



- *How is this done?*
 - o Include prevention effort in the agency's or coalition's organizational chart
 - o Ensure administrative units and staff have adequate time devoted to the function
 - o Assess administrative structures and linkages to determine:
 - Which support the strategy's positive outcomes
 - Which need strengthening or formalizing to ensure sustained positive outcomes
 - Which are still needed (gaps)



Key 1:
Organizational Capacity

o ACTION 2: Adopt policies and procedures



- *Why is this important?*
 - o Well-documented policies and procedures support the prevention effort
 - o Facilitates understanding of roles/responsibilities so everyone's "on the same page"
 - o Provides direction and structure to support the strategy



Key 1:
Organizational Capacity

o ACTION 2: Adopt policies and procedures



- *How is this done?*
 - o Document the decision-making process about resource allocation based on needs assessment and evaluation data
 - o Write and utilize bylaws, job descriptions, policies, procedures, personnel guidelines and an orientation manual; create and manage a budget
 - o Secure linkage agreements with other agencies, like MOUs/MOAs and letters of commitment, which formalize roles and responsibilities
 - o Support staff's ongoing education and skills enhancement
 - o Support flexible work hours for staff involved in prevention efforts so they can fully participate



Key 1:
Organizational Capacity

○ ACTION 3: Secure diverse resources



- *Why is this important?*
 - Resources are necessary to sustain the capacity of agencies that support the coalition and effective prevention efforts
 - Adequate staffing ensures necessary functions are executed (implementation, administrative, analytical, communications, etc.)
 - Accessible computer/IT resources are critical to: collect evaluation data, conduct analyses, report progress, communicate among partners and stakeholders, etc.
 - Designated workspace must be sufficient to house staff, activities and resources necessary to accomplish targeted outcomes
 - Funding enables monitoring and evaluation of the strategy; targeted impacts; multiple sources of funding promote sustainability



Key 1:
Organizational Capacity

○ ACTION 3: Secure diverse resources



- *How is this done?*
 - Recruitment
 - Working the network - request resources internally, and from among partners/members, and external entities
 - Assess the resources that are available to the organization or coalition to determine:
 - Which are necessary to sustain the strategy's positive outcomes
 - Which resources are insufficient or vulnerable
 - Which are still needed (gaps)



Key 1:
Organizational Capacity



○ ACTION 4: Acquire appropriate expertise

- *Why is this important?*
 - A range of skills and expertise are needed to achieve and sustain targeted outcomes
 - A single organization or coalition may lack specific skills or expertise necessary to support the prevention effort



Key 1:
Organizational Capacity



- ACTION 4: Acquire appropriate expertise
 - *How is this done?*
 - Recruit expertise internally and from member agencies and organizations
 - Recruit expertise as in-kind contributions from colleges/universities, community agencies and individuals external to the organization or coalition
 - Seek expertise via external grants or contracts with consultant entities to provide specific technical assistance
 - Assess skills and expertise to determine:
 - Which support the strategy's positive outcomes
 - Which need strengthening to ensure sustained positive outcomes
 - Which are still needed (gaps)



Key 1:
Organizational Capacity



EXERCISE

- Pull out your foldable **blue** door that says:
 - *Welcome to Organizational Capacity*
- Refer to your Sustainability worksheet (W-10)
 - Assess strengths on the area pertaining to ONE of the four actions covered (Structures/Linkages, Policies/Procedures, Resources, Expertise)
 - Pick one priority to work on, then write the in the box on the inside of your door.



Key 2:
Effectiveness


- Assure effectiveness and alignment of the prevention system to produce positive outcomes.



**Key 2:
Effectiveness**


ACTIONS

- Assess implementation quality
- Assure effective strategies
- Assess reach and alignment

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**Key 2:
Effectiveness**

- ACTION 5: Assess implementation quality for effectiveness of each strategy
 - *Why is this important?*
 - Maximize the intended benefit of each strategy
 - Assure cultural appropriateness
 - Demonstrate effectiveness

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**Key 2:
Effectiveness**

- ACTION 5: Assess implementation quality for effectiveness of each strategy
 - *How is this done?*
 - Implementers receive training or TA on appropriate implementation of the intervention to ensure core components are delivered
 - Seek input from program developer for any needed adaptations
 - Deliver program with fidelity
 - Track implementation through process evaluation to inform outcome findings
 - Use process data to inform future implementation if outcome evaluation did not reveal desired program results

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**Key 2:
Effectiveness**

- ACTION 6: Assure effectiveness of each strategy
 - *Why is this important?*
 - A strategy is more likely to be sustained if effectiveness in achieving desired results among target population can be demonstrated, and
 - Benefits to stakeholders and broader community can be demonstrated

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**Key 2:
Effectiveness**

- ACTION 6: Assure effectiveness of each strategy
 - *How is this done?*
 - Work with an evaluator to develop an evaluation design that will answer questions about the intervention's effectiveness
 - Incorporate key stakeholders' concerns into the evaluation design to assure that outcomes assessed will answer any questions or concerns
 - Train implementers on any evaluation concepts they may need to use during the program implementation process

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**Key 2:
Effectiveness**


- ACTION 7: Assess reach and alignment of effective strategies
 - *Why is this important?*
 - Identifies current strategies and population targeted
 - Indicates measured or expected outcomes of current strategies
 - Shows how strategies logically lead to the targeted long-term change

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Key 2:
Effectiveness

○ ACTION 7: Assess reach and alignment of effective strategies

- *How is this done?*
 - Develop a logic model
 - Ensure that strategies work together comprehensively to target outcomes in the logic model
 - Ensure each strategy is reaching the intended target population
 - Conduct gaps analysis
 - Create plan to bridge gaps in effectiveness, quality, reach, alignment, and comprehensiveness of existing strategies to maximize the likelihood of achieving desired long-term outcomes among target population

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Key 2:
Effectiveness


EXERCISE

○ Pull out your foldable **orange** door that says:

- *Welcome to Effectiveness*


○ Refer to your Sustainability worksheet (W-14)

- Assess strengths on the area pertaining to ONE of the three actions covered (Quality, Effectiveness, Reach/Alignment)
- Pick one priority to work on, then write the in the box on the inside of your door.

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Key 3:
Community Support



○ Cultivate community support for the prevention system and its positive outcomes.

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Key 3:
Community Support



ACTIONS

- Develop and nurture relationships
- Develop system leaders and champions
- Encourage ownership





Key 3:
Community Support

- ACTION 8: Develop and nurture positive relationships
 - *Why is this important?*
 - Complex community problems/conditions require complex responses
 - By fostering positive relationships with those who have a stake in sustaining good outcomes helps to cement commitment to the prevention system
 - Community agencies/organizations must cultivate broader community support to sustain good outcomes
 - Key stakeholders must see themselves as stewards of the community's health and well-being
 - Success depends on collective effectiveness, therefore collective responsibility requires trusting relationships among all stakeholders and a willingness to work strategically together




Key 3:
Community Support

- ACTION 8: Develop and nurture positive relationships
 - *Why is this important?*
 - Coalitions/collaboratives can facilitate the identification of a community's problems associated with, or the results of, substance use
 - Coalitions or collaboratives must work through an informed, unbiased process
 - Coalitions or collaboratives must cultivate champions for prevention strategies




**Key 3:
Community Support**

- o ACTION 8: Develop and nurture positive relationships
 - *How is this done?*
 - o Build awareness of the importance of prevention
 - o Facilitate active involvement of key stakeholders
 - o Communicate to stakeholders through a variety of means
 - o Seek advice, feedback, and assistance from peers, program developers, professionals, and others

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**Key 3:
Community Support**

- o ACTION 9: Turn stakeholders into system leaders and champions
 - *Why is this important?*
 - o Stakeholders can make or break your ability to start or continue effective strategies
 - o Influences to stakeholders' perceptions
 - o It is important to look at advantages and disadvantages of various strategies from a stakeholders' perspective
 - o Prevention leaders must prioritize the effectiveness of the system as they guide the work of community partners.
 - o The coalition/collaborative must see itself as a prevention leader.

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**Key 3:
Community Support**

- o ACTION 9: Turn stakeholders into system leaders and champions
 - *How is this done?*
 - o Identify needs of key stakeholders within and outside of your organization
 - o Assess how well preventive strategies currently in use meet the needs of your influential stakeholders
 - o Communicate to influential stakeholders how sustaining outcomes of effective strategies can meet their needs
 - o Create an action plan to strengthen champion leader roles
 - o Implement, evaluate, and modify, if necessary, a plan to sustain champions and leaders

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Key 3:
Community Support

- ACTION 10: Encourage ownership
 - *Why is this important?*
 - We value most that which we invest our time, energy, and talents; we tend to value that which is ours and we are more likely to sustain that which we value
 - Prevention efforts, and the organizational infrastructure that supports them, need ownership among stakeholders, key decision/policy makers, community leaders, and the broader community to sustain good outcomes
 - Promoting awareness and support for prevention efforts to community members, will in turn, integrate concern for substance use issues into their professional, social, or personal considerations



Key 3:
Community Support

- ACTION 10: Encourage ownership
 - *How is this done?*
 - Consider creative ways to communicate/demonstrate the extent of community problems related to substance use
 - Build awareness among influential audiences of the costs of substance abuse to the community and the savings realized by effective prevention
 - Communicate the importance of using data to make strategic decisions about resource allocation and strategy selection
 - Build support for the importance of using a public health approach to achieving population level changes
 - Identify and target key influential stakeholders (individuals and groups) in the community whose ownership of the prevention system is critical to its longevity

Key 3:
Community Support



- ACTION 10: Encourage ownership
 - *How is this done?*
 - Develop a communication plan that uses different modes and messages to target stakeholders
 - Assess ownership among system stakeholders on a periodic basis
 - Involve key decision-makers in the implementation process
 - Communicate regularly with key stakeholders about efforts of the coalition/collaborative to strengthen the prevention system
 - Communicate impacts on the substance use behaviors and consequences

Key 3:
Community Support



EXERCISE

- Pull out your foldable **green** door that says:
 - *Welcome to Community Support*
- Refer to your Sustainability worksheet (W-17)
 - Assess strengths on the area pertaining to ONE of the three actions covered (Relationships, System Leaders/Champions, Ownership)
 - Pick one priority to work on, then write the # in the box on the inside of your door.





SUMMARY

- In conclusion, there are 10 core elements to sustainability that community prevention systems can take action on within three areas of *Organizational Capacity, Effectiveness, and Community Support*.
- A flexible, adaptive prevention system builds on capacities among partners within the system essential for sustaining prevention efforts to accomplish the identified outcomes, which can lead to long-lasting change.




Three Keys to Sustainability

- 🔑 **Organizational Capacity:** Assure that the community agencies, organizations and institutions have adequate internal organizational capacity to achieve positive outcomes.
- 🔑 **Effectiveness:** Assure effectiveness and alignment of the prevention system to produce positive outcomes.
- 🔑 **Community Support:** Cultivate community support for the prevention system and its positive outcomes.





Sustainability Actions

- Develop structures and linkages
- Adopt policies and procedures
- Secure resources
- Acquire expertise
- Assess quality
- Assure effective strategies
- Assess reach and alignment
- Develop and nurture relationships
- Develop system leaders and champions
- Encourage ownership

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RESOURCE: National CAPT Regions



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RESOURCE: Regional CAPT Websites

- Northeast
 - <http://captus.samhsa.gov/northeast/northeast.cfm>
- Southeast
 - <http://captus.samhsa.gov/southeast/southeast.cfm>
- Central
 - <http://captus.samhsa.gov/central/central.cfm>
- Southwest
 - <http://captus.samhsa.gov/southwest/southwest.cfm>
- Western
 - <http://captus.samhsa.gov/western/western.cfm>

