

# Beyond the Finish Line: Planning for Sustainability

September 18, 2013 • 3:00 p.m. Eastern Time



U.S. Department of Health & Human Services (HHS)  
Administration on Children, Youth and Families (ACYF)  
Family and Youth Services Bureau (FYSB)  
Adolescent Pregnancy Prevention Division

# Today's Presenters



Advancing Science  
Reducing Risk  
Improving Lives



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# Learning Objectives

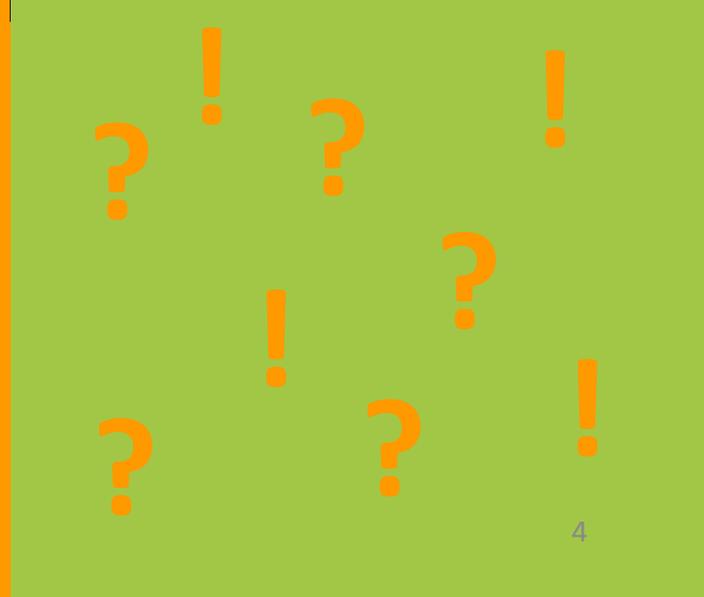
By the end of today's Webinar, participants will be able to:

1. Explain the concept of sustainability and why it is important
2. State the factors that promote project sustainability
3. Develop concrete strategies for increasing their project's sustainability



# Ways to Participate

- Questions and Comments
  - Use question box tool
- Other Tools
  - Polls
  - Hand raising





**Let's Take a Poll**

# What Is Sustainability?



# Some Definitions of Sustainability

- The capacity of an organization to achieve long-term success and stability and to serve its clients and consumers without the threat of losing financial support or quality of services (Center for Substance Abuse Treatment, n.d.)
- The ability to continue services after a funding period is over and to ensure that the organization becomes a permanent part of community resources (Center for Substance Abuse Treatment, 2008)
- The institutionalization of a project as an integral part of an organization (Goodman et al., 1993)

# Levels of Sustainability

Continuation

Institutionalization

Dissemination

(Sources: Savaya and Spiro, 2012; Scheirer, 2005, Wolff, 2010)



# Why Is Sustainability Important?

- Ensures a need is met in the community
- Makes use of valuable investments
- Maintains trust



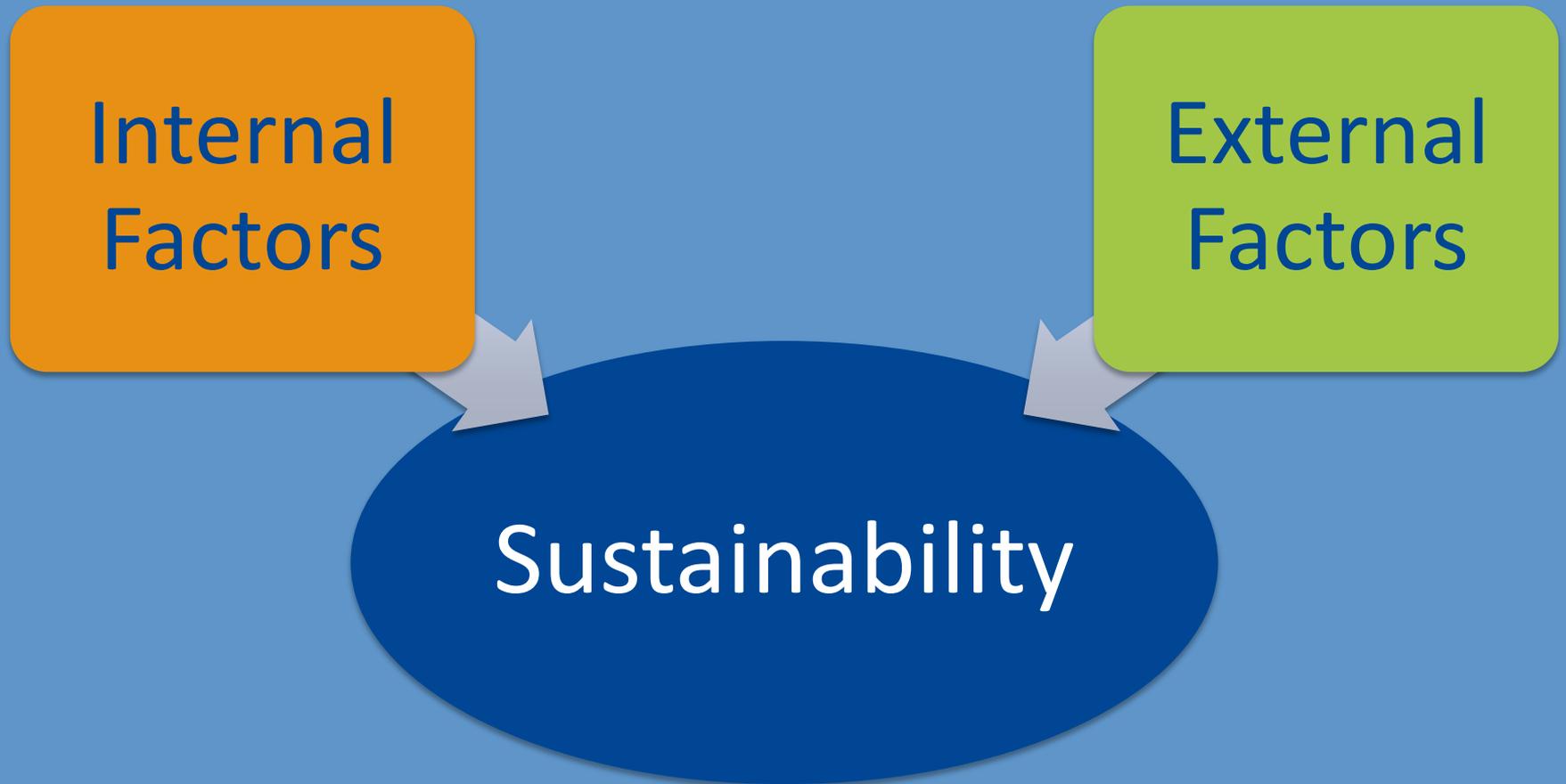
# Let's Take a Poll



# Sustainability Factors



# Sustainability Factors



# Internal Factors



- Clear vision and leadership
- Strong internal systems/organizational capacity
- Results orientation/program evaluation
- Adaptability
- Communications
- Strategic financing/diversified funding
- Sustainability plan

# External Factors

- Political support
- Broad base of community support/partnerships
- Key champions



# Pause for Questions



# Planning Steps



# Let's Take a Poll



# Planning Steps

1. Assemble your team
2. Envision your future
3. Assess sustainability capacity
4. Prioritize what to sustain
5. Identify sustainability strategies
6. Develop an action plan
7. Implement the action plan
8. Evaluate your efforts

(Source: Washington University, 2013a)



# Step 1: Assemble Your Team



# Step 2: Envision Your Future

- Picture what the sustainable project would look like
- Determine your project's niche
- Involve project leaders and key stakeholders
- Engage a broad range of community partners
- Articulate the vision to other stakeholders



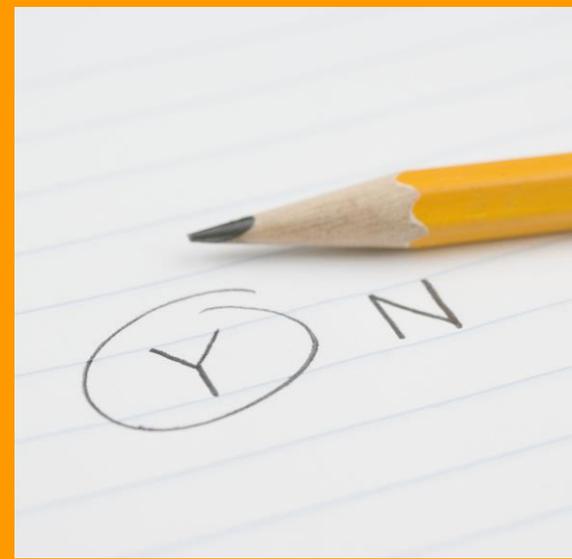
# Step 3: Assess Sustainability Capacity

- Washington University Center for Public Health Systems Science

<https://sustaintool.org/>

- Center for Civic Partnerships

<http://www.civicpartnerships.org/docs/services/NHC-Sustainability.htm>



# Step 4: Prioritize What to Sustain

| Project Components                        | Maintain within Your Organization | Transfer to Another Organization | Discontinue | Undetermined |
|---|-----------------------------------|----------------------------------|-------------|--------------|
| Train agencies on evidence-based programs | X                                 |                                  |             |              |
| Maintain a cadre of trainers              | X                                 |                                  |             |              |
| Implement evidence-based programs         |                                   | X                                |             |              |
| Implement programs for foster parents     | X                                 | X                                |             |              |

(Sources: Hutchinson, n.d.; Washington University, 2013a) 22

# Refer to Handout for Step 4



## Step 4: Prioritize What to Sustain

List project components and then check the most appropriate box to the right to help determine which are most critical to sustain.

| Project Components | Maintain within Your Organization | Transfer to Another Organization | Discontinue | Undetermined |
|--------------------|-----------------------------------|----------------------------------|-------------|--------------|
|                    |                                   |                                  |             |              |
|                    |                                   |                                  |             |              |
|                    |                                   |                                  |             |              |
|                    |                                   |                                  |             |              |
|                    |                                   |                                  |             |              |
|                    |                                   |                                  |             |              |
|                    |                                   |                                  |             |              |
|                    |                                   |                                  |             |              |
|                    |                                   |                                  |             |              |

# Step 5: Identify Sustainability Strategies

## *Approach 1*

- Which areas are the most urgent?
- Which areas result in the best payoff?
- Which areas require the fewest resources?
- Which areas are the most feasible?
- How would you prioritize the areas based on available time and resources?



# Step 5: Identify Sustainability Strategies

## *Approach 2*

| Project Components                        | Resources  |  | Strategies   |
|---|--|--|--|
| List essential project activities         | List specific resources needed to continue   | List possible sources of resources   | List possible strategies for securing resources  |
| Train agencies on evidence-based programs | Space to host the training<br><br>Materials (\$2,000)<br><br>Food<br><br>Trainer time/salary | Agencies with training space<br><br>Make green<br><br>Food donations<br><br>Charge fee | Seek partnerships with in-kind donors<br><br>Develop key champions to support fee for service<br><br>Fundraising |

# Refer to Handout for Step 5



## Step 5: Identify Sustainability Strategies

Use the following worksheet to identify sustainability strategies for the project components noted as critical to sustain in Step 4.

| Project Components                 | Resources                                   |                                     | Strategies                                       |
|------------------------------------|---|-------------------------------------|--|
| List essential project activities. | List specific resources needed to continue. | List possible sources of resources. | List possible strategies for securing resources. |
|                                    |   |                                     |  |

# Step 6: Develop an Action Plan

## Sustainability Strategy: Seek partnerships with in-kind donors

| Action Steps   | Person Responsible | Timeline           |
|--|--------------------|--------------------|
| Make a list of all resources needed that could come from in-kind donations                                 | Youth interns      | September 1, 2013  |
| Make a list of all potential partners with in-kind resources to give who would be sympathetic to our cause | Marv               | September 7, 2013  |
| Develop a pitch that shares project vision as well as what partners may stand to gain                      | Zoa and Marv       | September 14, 2013 |
| Contact partners and make the ask  | Zoa                | October 1, 2013    |

# Steps 7 & 8: Implement the Action Plan and Evaluate Your Efforts

Sustainability planning is ongoing:

- Monitor progress toward each step
- Discuss progress with stakeholders
- Reassess your sustainability capacity yearly



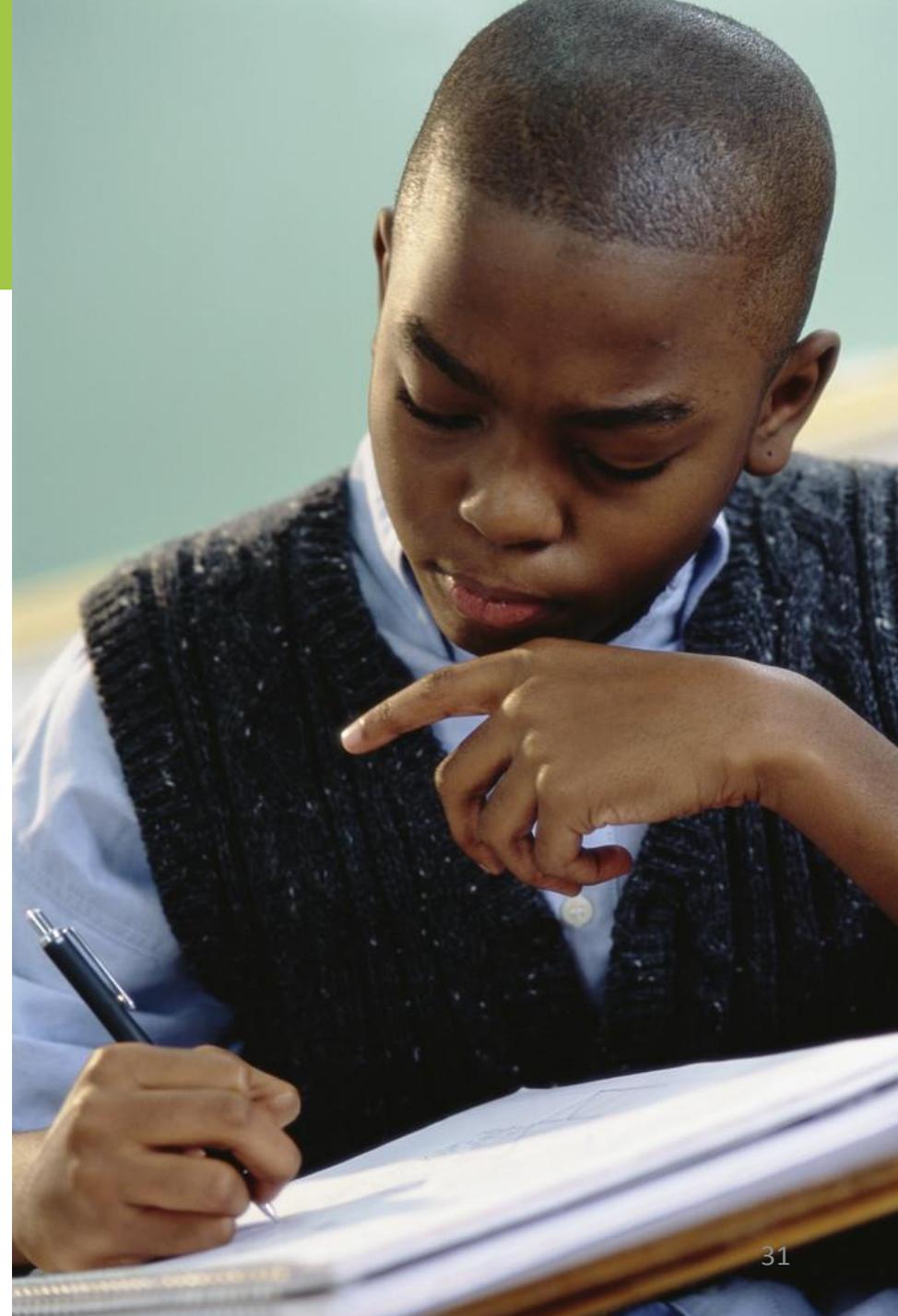
ANY  
QUESTIONS  
?

# Sharing Sustainability Successes



# Homework

1. Complete a sustainability assessment
2. Develop a sustainability plan



# Further Assistance

- Request technical assistance via your FYSB Project Officer
- Visit the Communities of Practice Website





*One important point from today's Webinar that I want to remember is...*

# Citations and Other Resources

- Advocates for Youth. (2008). *The seven components of organizational sustainability: A guide for state teen pregnancy prevention organizations*. Available at: <http://www.advocatesforyouth.org/storage/advfy/documents/components.pdf>.
- Center for Civic Partnerships. (2011). *Network for Healthy California sustainability assessment tool and companion guide*. Available at: <http://www.civicpartnerships.org/docs/services/NHC-Sustainability.htm>.
- Center for Substance Abuse Treatment. (n.d.). *Preparing for the future: Strategies for program sustainability*. Available at: [http://www.uclaisap.org/Affordable-Care-Act/assets/documents/health care reform/Financing/Preparing for the Future- Strategies for Program Sustainability \(CSAT TA Package\).pdf](http://www.uclaisap.org/Affordable-Care-Act/assets/documents/health%20care%20reform/Financing/Preparing%20for%20the%20Future-Strategies%20for%20Program%20Sustainability%20(CSAT%20TA%20Package).pdf).
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# Citations and Other Resources

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- Scheirer, M. A. (2005). Is sustainability possible? A review and commentary on empirical studies of program sustainability. *American Journal of Evaluation*, 26(3), 320–347.
- Schell S. F., Luke, D. A., Schooley, M. W., Elliot, M. B., Herbers, S. H., Mueller, N. B., & Bunger, A. C. (2013). Public health program capacity for sustainability: A new framework. *Implementation Science*, 8, 15.
- Washington University. (2013a). Program sustainability assessment tool (online version). Available at: <https://sustaintool.org>.
- Washington University. (2013b). Sustainability framework and assessment tool. Available at: <http://cphss.wustl.edu/Projects/Pages/Sustainability-Framework-and-Assessment-Tool.aspx>.
- Wolff, T. (2010). Tools for sustainability. *Global Journal of Community Psychology Practice*, 1(1), 40–57.

Thank You!



**for your participation**