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Lobby

Please tell us what state you are from and what population you work with.



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Setting Up For Sustainability

Dr. Julia E. Moore
Senior Director, [The Center for Implementation](#)
September 6, 2019



Disclaimer

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W SCHOOL OF SOCIAL WORK
UNIVERSITY of WASHINGTON



Prevention Science
Graduate Program

WASHINGTON STATE UNIVERSITY

CASAT
Center for the Application of
Substance Abuse Technologies
University of Nevada, Reno



Presenter

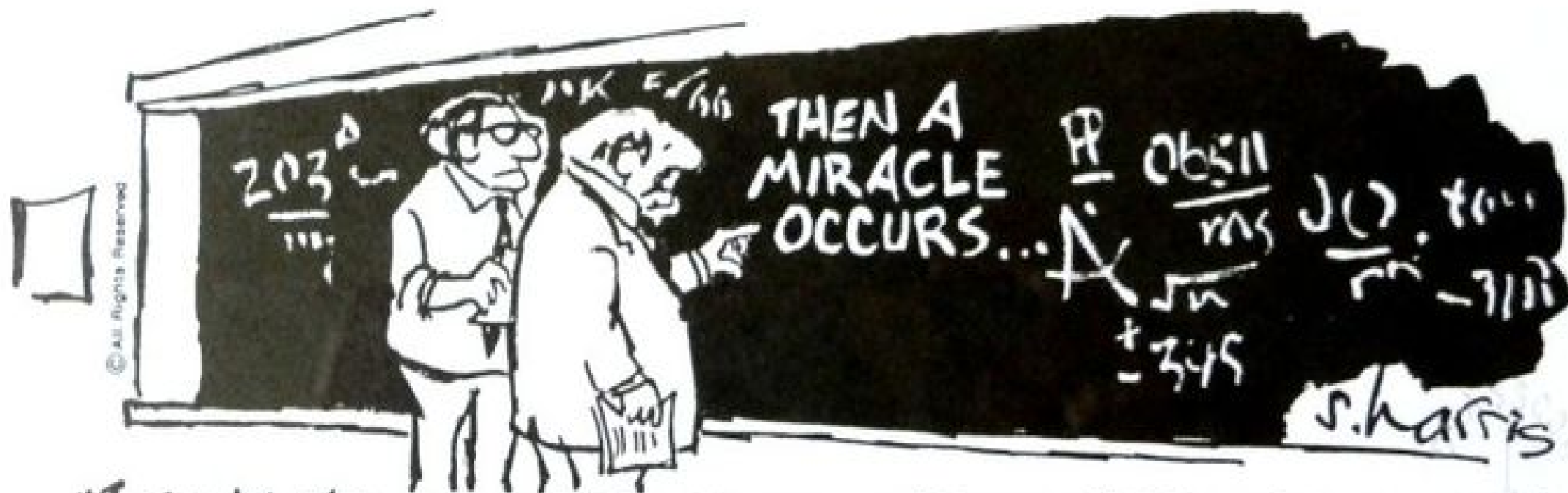


Julia E. Moore is the Senior Director at the Center for Implementation. Dr. Moore has a PhD from Penn State in Human Development and Family Studies, where she researched the best ways to implement evidence-based prevention programs. Dr. Moore is most passionate about supporting professionals and organizations in using implementation science. She has worked on over 75 implementation projects and delivered dozens of workshops and webinars to over 1000 professionals.



Learning objectives

- Defining sustainability
- Describing the factors that affect sustainability
- Developing a sustainability plan



"I THINK YOU SHOULD BE MORE EXPLICIT HERE IN STEP TWO."



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ERRR...



**CAN'T STOP.
TOO BUSY!!**



TOO BUSY TO IMPROVE?

WorkCompass

ISLAGIATT

“It seemed like a good idea at the time”



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Use Strategy



Not Chance





How can you be more strategic?



Process model

Specify steps in the process of translating research into practice



Theory

Describe and predict causal mechanisms of behavior



Framework

Explain factors that influence implementation and outcomes



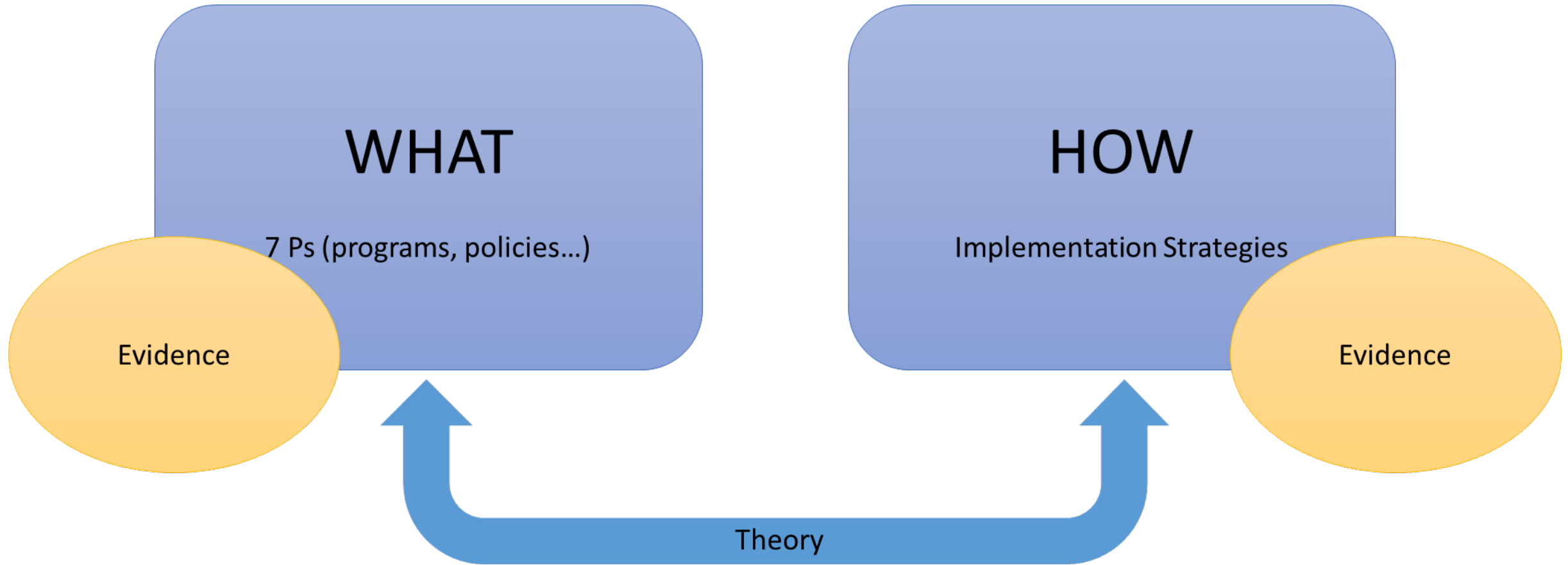
An evidence-based WHAT?

Evidence-based practice

- An evidence-based practice describes WHAT you want someone to do differently, hopefully clarifying WHO needs to change and WHAT changes they need to make.
- An implementation strategy describes HOW a person/organization/system changes. It is about the strategies we use to change someone's behavior.

Evidence-based program

- An evidence-based program includes both the evidence-based practice and the implementation strategies. The combination of these has been systematically evaluated and shown to produce desired outcomes.





The WHAT – 7 Ps

- Programs (e.g., cognitive behavioral therapy)
- Practices (e.g., guideline recommendations)
- Principles (e.g., prevention before treatment)
- Procedures (e.g., screen for depression)
- Products (e.g., mHealth app for exercise)
- Pills (e.g., medications)
- Policies (e.g., organizational policies)



Steps to plan for sustainability

1. What you are sustaining?
2. How does sustainability happen?
3. What are your sustainability factors?
4. What is your sustainability plan?



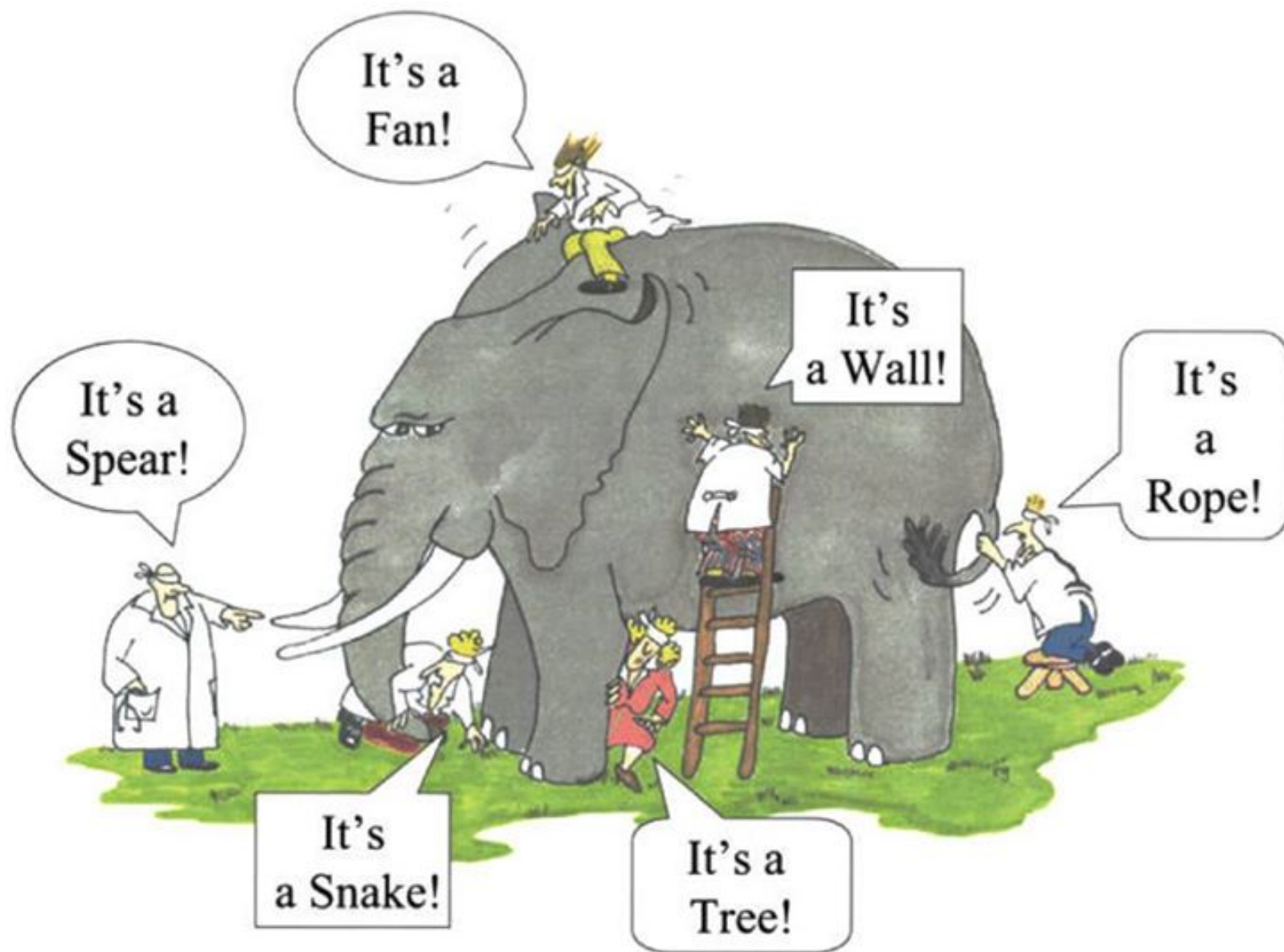
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1. The challenge of talking about sustainability







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What are you sustaining?

Evidence-based program

Implementation strategies

Outcomes



Adaptations



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Activity #1





Factors affecting sustainability



Evidence-based program

Implementation strategies

Outcomes



Adaptations



Conversation about sustainability planning

- “We have a huge fidelity issue where teachers aren’t even implementing the program properly – we should start there”
- “What about starting with the things we know matter – like organizational capacity”
- “First, we need a plan to train new teachers”
- “All of those come later, we need to talk about funding. If we don’t have money, we don’t have a program.”
- “I know all of these ideas are important, but let’s focus on our goal – preventing youth substance use.”



“We have a huge fidelity issue where teachers aren’t even implementing the program properly – we should start there”

Factors affecting sustainability

Evidence-based program

Implementation strategies

Outcomes



Adaptations



“What about starting with the things we know matter – like organizational capacity”

Factors affecting sustainability

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Adaptations



“First, we need a plan to train new teachers”

Factors affecting sustainability

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Adaptations



“All of those come later, we need to talk about funding. If we don’t have money, we don’t have a program.”

Factors affecting sustainability

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“I know all of these ideas are important, but let’s focus on our goal – preventing youth substance use.”

Factors affecting sustainability

Evidence-based program

Implementation strategies

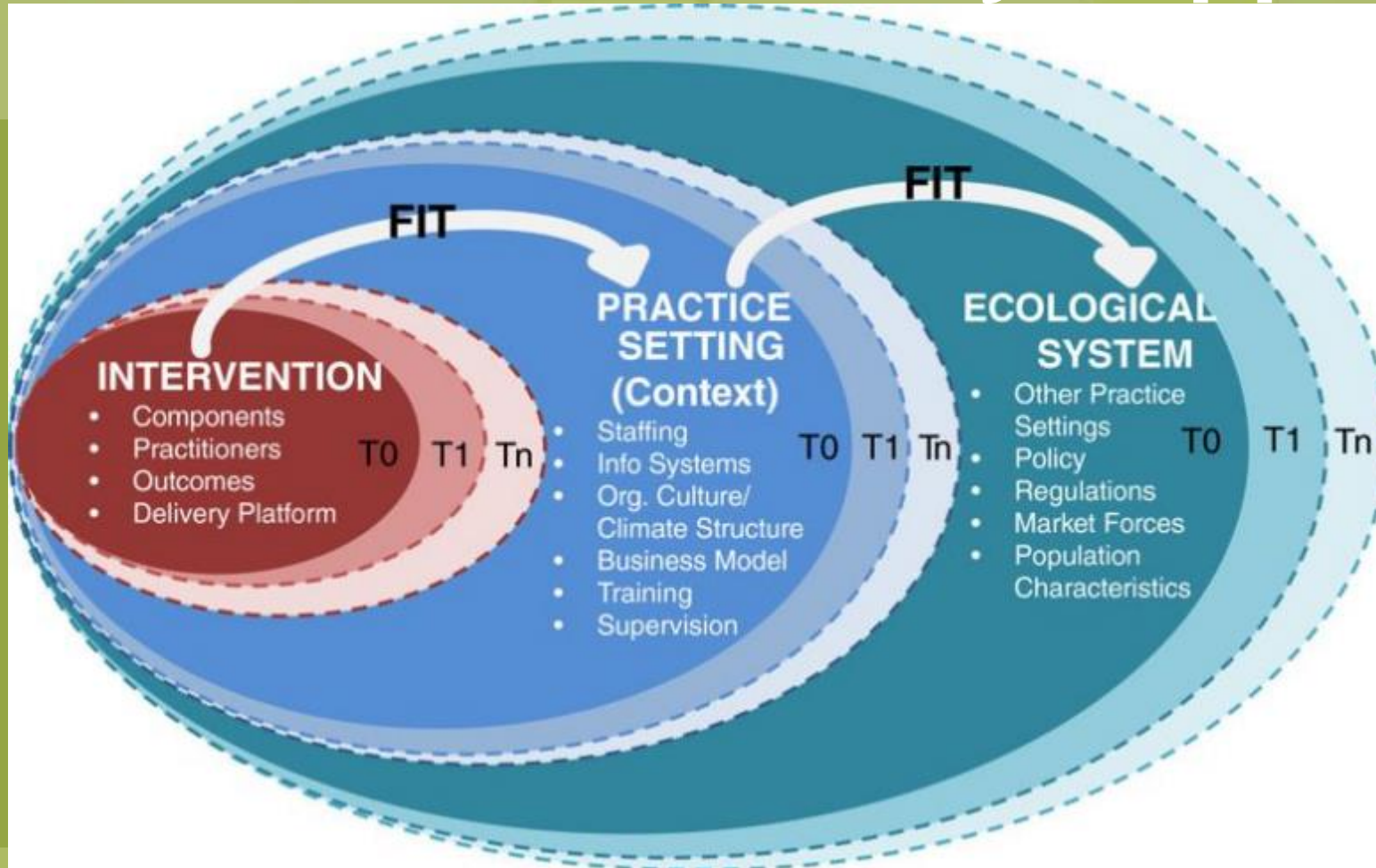
Outcomes



Adaptations

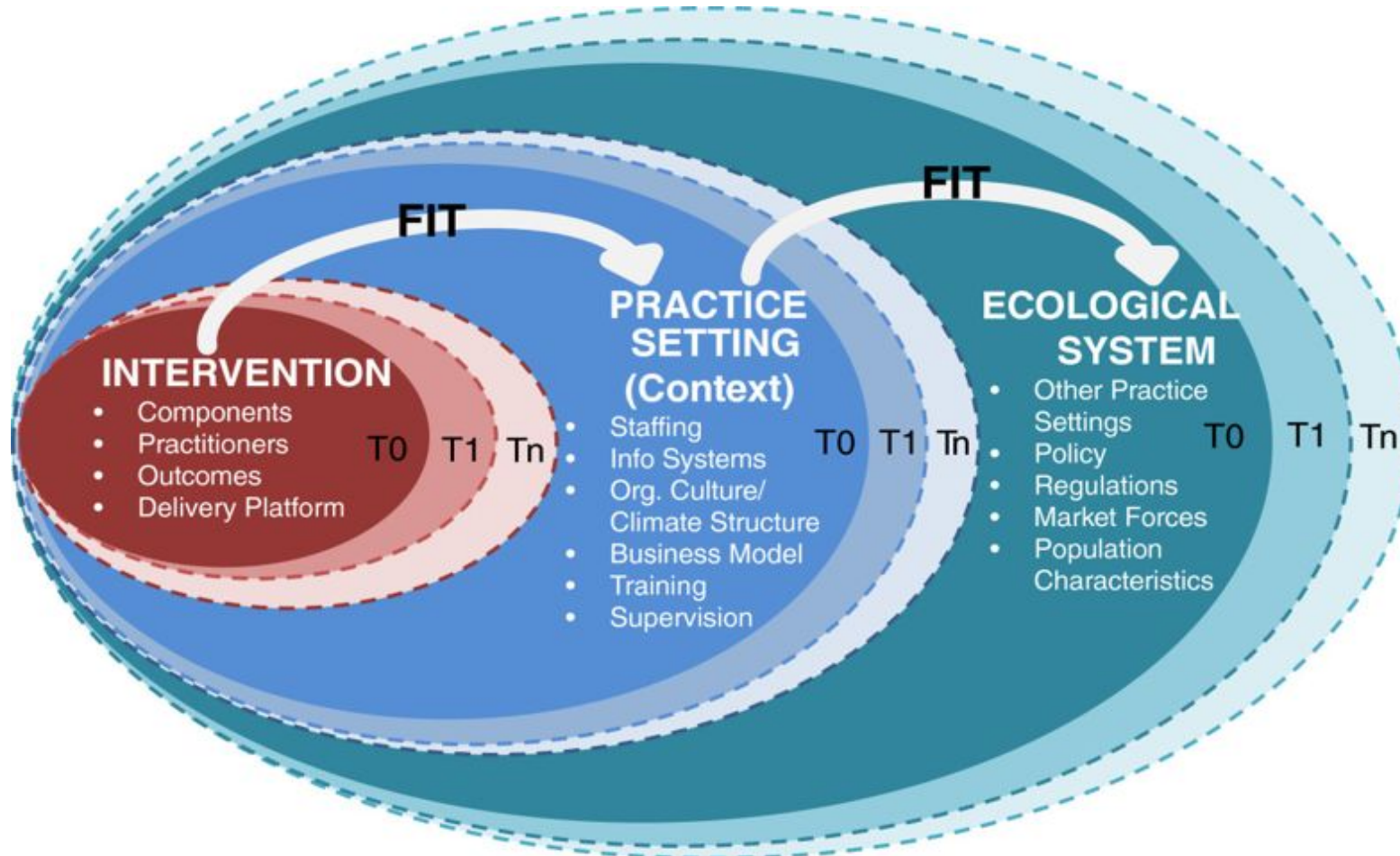


2. How does sustainability happen?



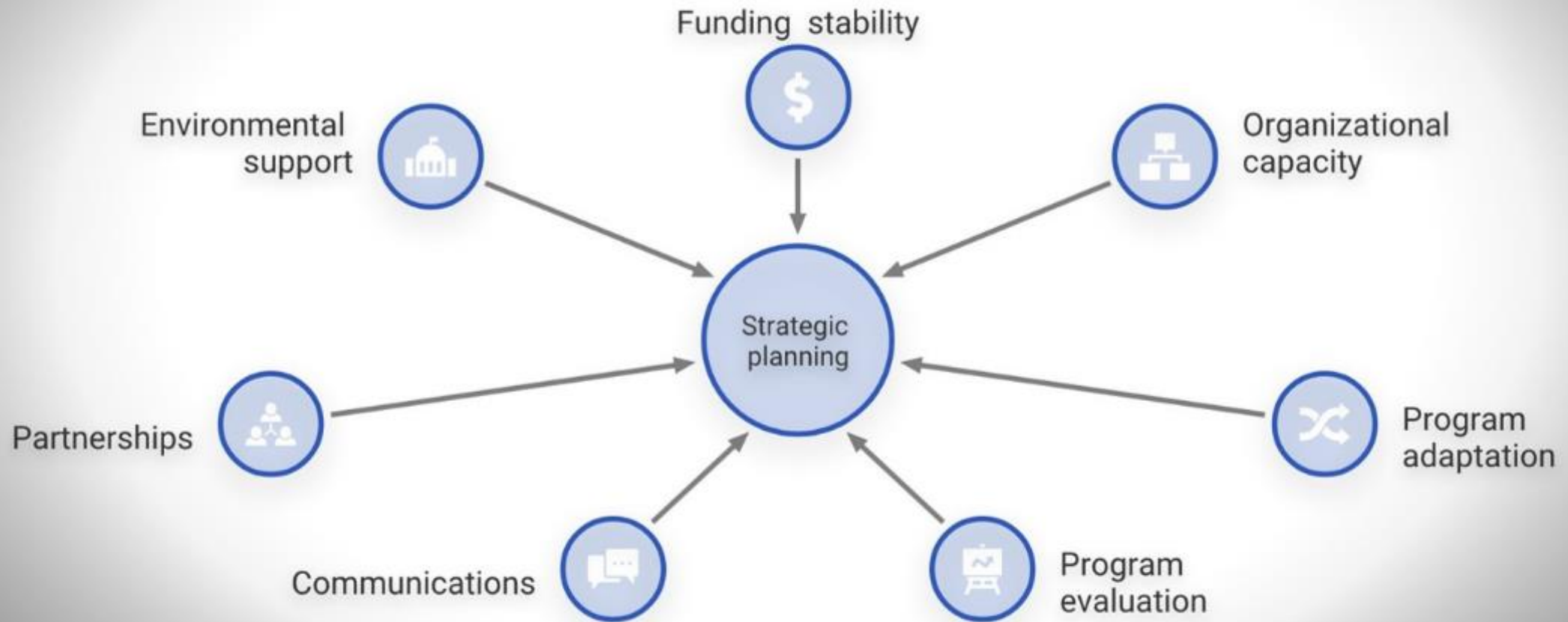


Dynamic Sustainability Framework





3. What affects sustainability?





Funding stability

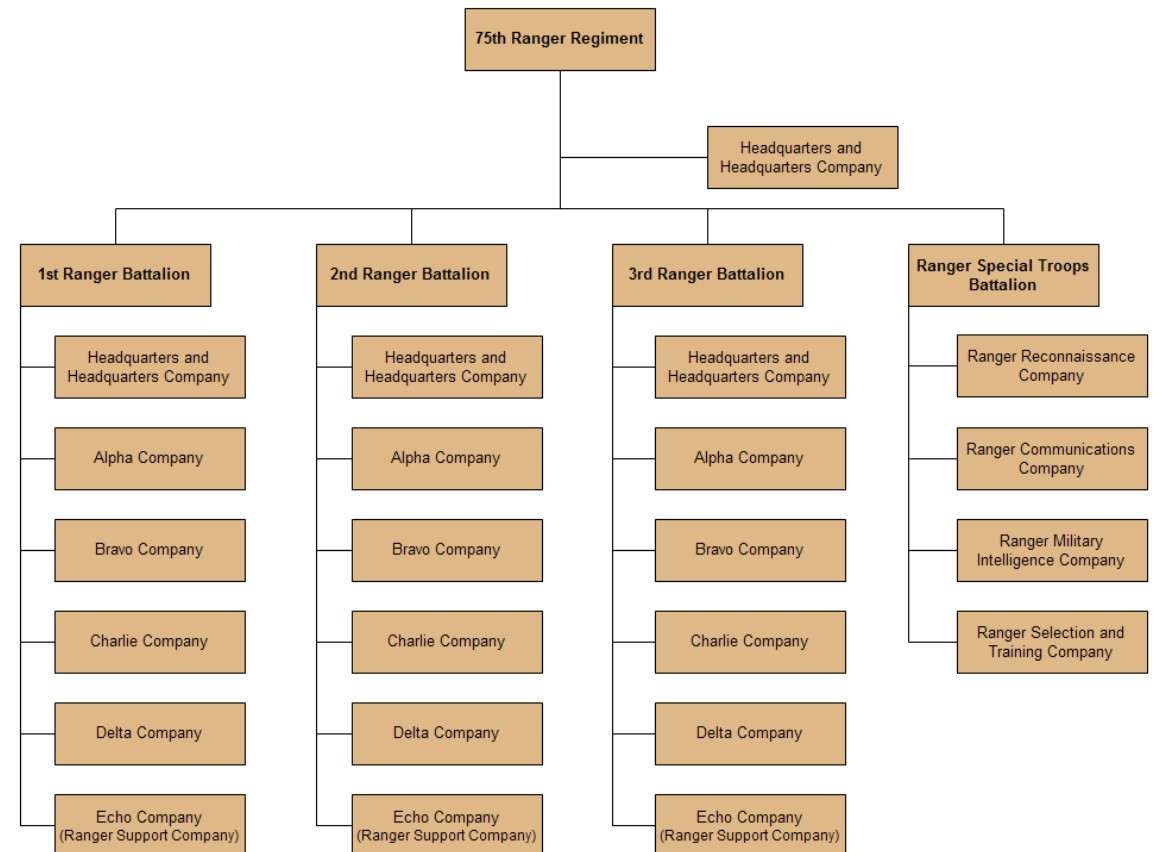
- Stable funding from multiple sources sets communities up for better long-term sustainability





Organizational capacity

- An organization's knowledge, skills, climate, resources, and leadership can enhance the likelihood of sustaining a program





Program adaptation

- Proactively planning for program adaptations increases the chances that core components will remain in place during the sustainability phase





Program evaluation

- Tracking program delivery and outcomes is a powerful tool to build support and acquire funding





- Effective internal and external communication about the program and mission can help the program gain visibility and sustainability





Partnerships

- Strong partnerships with a diversity of people and organizations sets communities up for better sustainability by having partners to reach out to in times of need





Environmental support

- Local, state, and federal policies and political climate affect sustainability





Strategic planning

- A strategic plan building on all of the factors that affect sustainability sets communities up for better sustainability success





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Program Sustainability Assessment Tool

www.sustaintool.org



Other sustainability tools

- National Health Service's Sustainability Model
 - <https://improvement.nhs.uk/resources/Sustainability-model-and-guide/>
- Long-Term Success Tool
 - Lennox, Doyle, Reed, & Bell. (2017). What makes a tool valuable, practical and useful in real-world healthcare practice? A mixed methods study on the development of the Long Term Success tool in Northwest London. *BMJ Open* 7(9).
 - <https://www.ncbi.nlm.nih.gov/pubmed/28947436>



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Activity #2





Scenario #1





Scenario #2





Scenario #3





4. What is your sustainability plan?

Sample Sustainability Action Plans

We have developed examples of action plans for the Program Evaluation, Partnerships, and Communications domains. We hope these samples can give you some direction as you write your own plan.

Program Evaluation: Assessing your program to inform planning and document results							
Sustainability SMART Objective: By January 2019, all consenting Program participants will be contacted to take survey evaluating outcomes of interest six months following program completion (in addition to surveys already administered upon baseline and Program completion).							
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. Determine outcomes of interest and information needed from participants for six-month follow-up, as well as how the survey will be administered <ul style="list-style-type: none">Research follow-up survey implementation best practices/consult knowledgeable staffReview existing baseline and program completion survey content for continuityConsider potential challenges (specifically in terms of contacting participants) and brainstorm solutions	Evaluation and research team, insight/approval from leadership	Six-month evaluation needs are defined: <ul style="list-style-type: none">What information should be collected?How should information be collected?How should anticipated challenges be addressed?	Existing Program survey content and data, best practices literature regarding administrating follow-up survey	Feb. 15, 2018			

<https://www.sustaintool.org/plan-for-sustainability/#develop-an-action-plan>



Steps to plan for sustainability

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What are you sustaining?

Factors affecting sustainability



Evidence-based program

Implementation strategies

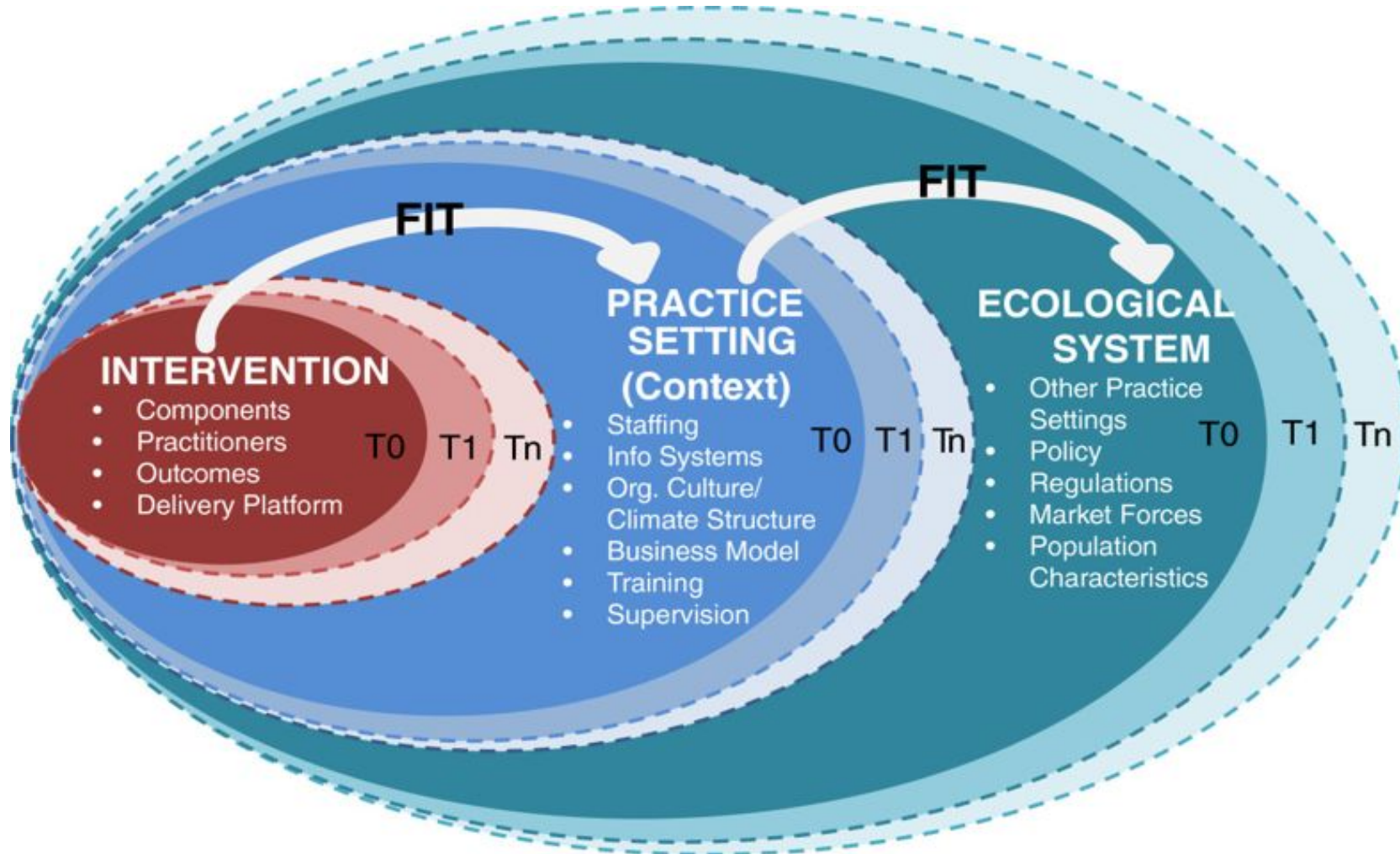
Outcomes



Adaptations

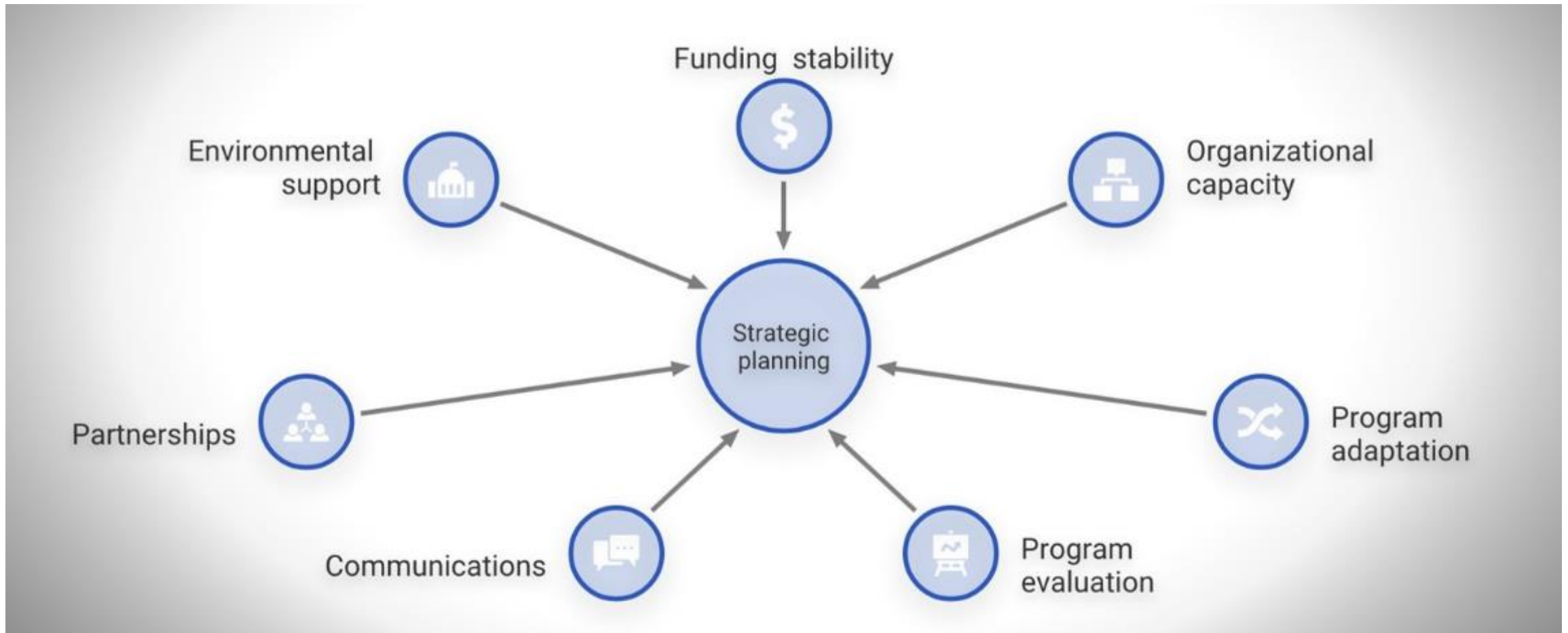


Dynamic Sustainability Framework





Sustainability factors (PSAT)





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Thank you!



- Monthly Implementation in Action Bulletin:
 - Subscribe at <https://thecenterforimplementation.com/bulletin>
- Contact
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- Twitter
 - @TCI_ca



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Free online Mini-course

Inspiring Change: Creating impact with
evidence-based implementation



<https://thecenterforimplementation.teachable.com/>



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Last Thing! Please give us your feedback!

<https://ttc-gpra.org/P?s=243407>

