Making it Last: Sustaining Public Health Programs in Your Community

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An Overview of Sustainability Research for Public Health Programs

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Research to Reality Cyber-Seminar
May 8, 2012
What is “Sustainability?”

- Definitions differ among researchers - in general, it’s what happens to a program or intervention after external or initial funding ends.

- What is a “program”? - “A set of resources and activities directed toward one or more common goals”
  
  – Newcomer, et al., 1994
Context for Sustainability: A Program or Intervention Exists

- This session assumes an organization has implemented a new program, procedure, or other intervention, that it wants to sustain.

- Programs develop over time, through stages:
  - Initiation - why was the program started? Who was/is involved?
  - Implementation – full or partial?
  - Sustained use or discontinued?

- Sustainability is affected by all earlier stages – start planning for it early!
Why Sustainability Matters for Both Research & Practice

- Because it’s increasingly important to funders!
- Sustained programs are vital for serving clients.
- Keeping “good will” of community partners, & willingness to participate in future research.
- Ethical issues if partnerships with community organizations are abandoned after research.
- Sustainability is an important research topic; focus moves from “efficacy” to “effectiveness” in context.
What is to be Sustained?
4 Types of Sustainability Outcomes:

A. Sustaining *benefits* or outcomes for consumers

B. Sustaining specific program *activities*

C. Sustaining enhanced community or organizational *capacity* (coalitions)

D. Sustaining *attention* to the issue or problem; related to *replication* of the intervention

Most programs do not encompass all 4 outcomes.
Logic Model for “Sustainability”

**Inputs:**
- Intervention with evidence for efficacy
- Organizational capacity
- Prior relationships & the history of innovation

**Factors Affecting Sustainability**
- Intervention Characteristics
- Organizational Supports
- Environmental support

**Obtaining Financial Resources**
- *Internal*
  - Institutionalization
- *External*
  - Grants
  - Fee for service
- *In Kind*
  - Volunteers
  - Space, logistics

**Outcomes:**
- Intervention Sustained
- Client Benefits
- Intervention Activities
- Community capacity
- Replication
Financial Strategies: 1. Institutionalization

- Transfer from “special” project status to permanent status as an on-going agency activity.
- Institutionalization is one type of “sustainability.”
- Assumes that agency has an annual budget from continuing sources, that can fund this activity.
- Depends on integration into routines & staffing.
- Also called “routinization.”
Financial Strategies:
2. Health Insurance/ Fee for Service

- For example, obtaining coverage under Medicaid
- Usually requires extensive negotiations to obtain change in coverage policies
- Start early to begin decision-making processes
- Fees from clients – What would they be willing/able to pay?
- May be applicable for client services, training, other?
Strategies:

3. External Grants or In-Kind

- Funding sources:
  - Gov’t grants
  - Local foundations
  - Corporations
  - Budget shared by partners
  - Fund raising events
  - Bequests
  - Individual donations

- In-kind resources
  - Personnel time
  - Recruit partners w/ needed skills
  - Meeting/office space
  - Supplies
  - Lists of volunteers
  - Networking contacts
  - Recruit retired professionals w/ needed skills

Sustained programs often have multiple sources of funding & resources.
And... Do Remember:

"The most successful people are those who are good at plan B."

-- James Yorke
That’s All, Folks!

- Go out and do good work to sustain innovative programs!
Measuring Program Sustainability

Douglas Luke
Annaliese Calhoun
Today’s Goal:

Learn about the Program Sustainability Assessment Tool and how to use it with your programs
What is Sustainability?
Sustainability: the ability to maintain programming and its benefits over time
Organizational capacity for sustainability → Actual sustained programs and policies
The challenge of measurement
Need for sustainability tool

Based on Hutchinson, 2010
Reliability testing

Tobacco Control
Obesity Prevention
Oral Health
Diabetes

590+ Users
250+ Programs
<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>COMPLETE RESPONSES</th>
<th>CHRONIC DISEASE AREA</th>
<th>LEVEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy &amp; Active Communities</td>
<td>99</td>
<td>Obesity</td>
<td>Community</td>
</tr>
<tr>
<td>Appalachia Diabetes Coalitions</td>
<td>31</td>
<td>Diabetes</td>
<td>Community</td>
</tr>
<tr>
<td>CDC, Office on Oral Health</td>
<td>35</td>
<td>Oral Health</td>
<td>State</td>
</tr>
<tr>
<td>CDC, DNPAO</td>
<td>114</td>
<td>Obesity</td>
<td>State</td>
</tr>
<tr>
<td>MoCAN</td>
<td>8</td>
<td>Obesity</td>
<td>State</td>
</tr>
<tr>
<td>Missouri Tobacco Control Program</td>
<td>11</td>
<td>Tobacco</td>
<td>State</td>
</tr>
<tr>
<td>CDC, OSH</td>
<td>142</td>
<td>Tobacco</td>
<td>State</td>
</tr>
<tr>
<td>CDC, Sustaining States</td>
<td>46</td>
<td>Tobacco</td>
<td>State</td>
</tr>
<tr>
<td>Tobacco Prevention &amp; Cessation Initiative</td>
<td>82</td>
<td>Tobacco</td>
<td>Community</td>
</tr>
<tr>
<td>CDC Fall Institute</td>
<td>24</td>
<td>Tobacco, Diabetes</td>
<td>State</td>
</tr>
<tr>
<td>Subscale</td>
<td>Items</td>
<td>Cronbach’s Alpha</td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-------</td>
<td>------------------</td>
<td></td>
</tr>
<tr>
<td>Political Support</td>
<td>5</td>
<td>0.79</td>
<td></td>
</tr>
<tr>
<td>Funding Stability</td>
<td>5</td>
<td>0.88</td>
<td></td>
</tr>
<tr>
<td>Partnerships</td>
<td>5</td>
<td>0.90</td>
<td></td>
</tr>
<tr>
<td>Organizational Capacity</td>
<td>5</td>
<td>0.87</td>
<td></td>
</tr>
<tr>
<td>Program Evaluation</td>
<td>5</td>
<td>0.90</td>
<td></td>
</tr>
<tr>
<td>Program Adaptation</td>
<td>5</td>
<td>0.91</td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td>5</td>
<td>0.92</td>
<td></td>
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<tr>
<td>Strategic Planning</td>
<td>5</td>
<td>0.88</td>
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</tr>
</tbody>
</table>
Program Sustainability Assessment Tool

What is program sustainability capacity?
We define program sustainability capacity as the ability to maintain programming and its benefits over time.

Why is program sustainability capacity important?
Programs at all levels and settings struggle with their sustainability capacity. Unfortunately, programs are forced to shut down, staff and improvements to public health, clinical care, and social service outcomes can dissolve. To maintain the benefits, staff, funding, and partnerships, stakeholders need to understand all of the factors that contribute to program sustainability. With knowledge of these critical factors, stakeholders can build program capacity sustainability for sustainability and position their efforts for long-term success.

What is the purpose of this tool?
This tool will enable you to assess your program’s current capacity for sustainability across a range of specific organizational and contextual indicators. Your responses will identify sustainability strengths and challenges. You can then use results to guide sustainability action planning for your program.

Helpful definitions
This tool has been designed to be useful in a wide variety of programs, both large and small, in different settings. Coverage of this tool is important as you move through how you will support your organization and community before starting the assessment process. Note that throughout the tool, “Community” does not refer to a specific town of city.

Political Support: Internal and external political environment that influences program funding, initiatives, and acceptance.

<table>
<thead>
<tr>
<th>Political Support Indicators</th>
<th>To what extent 1-7</th>
<th>Pros and Self-assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Political champions advocate for the program</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>2. The program has strong connections with the community</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>3. The program has strong political support from the organization</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
</tbody>
</table>

Stability: Ability to create a consistent foundation over time.

<table>
<thead>
<tr>
<th>Stability Indicators</th>
<th>To what extent 1-7</th>
<th>Pros and Self-assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Community is engaged and supportive</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
</tbody>
</table>
8 domains
5 items per domain
<15 mins
Identify users
Define terms

Program
- What do you want to sustain?

Organization
- Who has oversight for your program?

Community
- Who are your stakeholders?
<table>
<thead>
<tr>
<th>PARTNERSHIPS</th>
<th>To little or no extent</th>
<th>To a very great extent</th>
<th>Not able to answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Diverse community organizations are invested in the success of the program.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>2. The program communicates with community leaders.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>3. Community leaders are involved with the program.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>4. Community members are passionately committed to the program.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>5. The community is engaged in the development of program goals.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td>NA</td>
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</tbody>
</table>

Assess
<table>
<thead>
<tr>
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</tbody>
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### PARTNERSHIPS

<table>
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<td></td>
<td>NA</td>
</tr>
</tbody>
</table>

**Partnerships Score =** \( \text{avg. score of completed items} \)

**Partnerships Score =** \( (6+7+2+3+1)/5 = 3.8 \)
Program Sustainability Profile

Many factors can affect sustainability, such as financial and political climates, organizational characteristics, and elements of project design and implementation. The Program Sustainability Assessment Tool allows stakeholders to rate their programs on the extent to which they have processes and structures in place that will increase the likelihood of sustainability. This assessment is not meant to be an endpoint. Rather, the results presented in this profile equip you with information to identify areas of strength and opportunities for improvement for factors that affect your program’s capacity for sustainability.

Interpreting the Results
The table presents the average rating for each sustainability domain based on the responses that you and other program stakeholders provided. The remainder of the document presents the average ratings for indicators within each domain. There is no minimum rating that guarantees the sustainability of a program. However, lower ratings do indicate opportunities for improvement that a program may want to focus on when developing a plan for sustainability.

Next Steps
These results can be used to guide sustainability planning for your program. Areas with lower ratings indicate that there is room for improvement. First address domains that are most modifiable, quickest to change, and have data available to support the needed changes. In the long term, develop strategies to tackle the domains that are external to the program and may be more difficult to modify. Finally, make plans to assess your program’s sustainability on an ongoing basis to monitor program changes as you work to achieve sustainability in the long term.

For more information, contact the Center for Tobacco Policy Research at sustainability@brown.edu
Score Profile

- Political Support: Great extent
- Funding Stability: Great extent
- Partnerships: Great extent
- Organizational Capacity: Great extent
- Program Evaluation: Great extent
- Program Adaptation: Great extent
- Communications: Great extent
- Strategic Planning: Great extent
Sustainability planning
- Assess and Review
- Sustain? Yes/No
- Prioritize areas for improvement
- Action Plan
- Monitor progress
- Re-assess
Contact Information

Center for Tobacco Policy Research
Annaliesse Calhoun

sustainabilitytool@brownschool.wustl.edu

http://ctpr.wustl.edu/sustainability
It’s Your Game ... Keep It Real
[www.itsyourgame.org]

Susan R. Tortolero, Ph.D.
University of Texas Prevention Research Center
IYG TEAM

COMMUNITY COLLABORATION

UT SPH RESEARCH & DEVELOPMENT

PRODUCTION

FUNDING SUPPORT

NIMH, CDC, City of Houston.
Summary of Outcomes

- Theory based, multimedia program for 7th & 8th grade
- Two randomized controlled trials
- Effective outcomes by follow-up at 9th grade
  - Delayed initiation of sexual intercourse
  - Reduced frequency of sex
  - Increased condom use
Evidence-based

Nationally Recognized as a Program that Works


IYG Replication Project

- Office of Adolescent Health National Initiative to prevent teen pregnancy
- UTPRC partnering with 10 school districts to implement IYG
  - Over 73 middle schools
  - More than 18,000 students

2008 Teen Birth Rates, OAH Participating Schools

Legend:
- Teen Birth Rate per 1000 females age 15 to 19
  - 0 - 42
  - 42 - 83 Above U.S. Average
  - 83 - 100 Above Texas Average
  - 100+ Above 10%

Source: Texas Department of State Health Services, Bureau of Vital Statistics, 2008
## Current IYG Implementation

<table>
<thead>
<tr>
<th>School District Sites</th>
<th>City/State</th>
<th># of Middle Schools</th>
<th># of Teachers Trained</th>
<th># of Students Reached</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 School Districts (Aldine, Alief, Houston, Huffman, KIPP, LaPorte, Lamar Consolidated, North Forest, Sheldon, Spring)</td>
<td>Houston, Harris County and Fort Bend County, TX</td>
<td>73</td>
<td>285</td>
<td>18,000</td>
</tr>
<tr>
<td>12 School Districts in Anderson, Fairfield, Chesterfield, Marlboro, Richland, Marion, Calhoun, Orangeburg, Barnwell and Beaufort Counties</td>
<td>South Carolina (various counties)</td>
<td>12</td>
<td>35</td>
<td>2,250</td>
</tr>
<tr>
<td>LA Unified School District and Compton Unified School District</td>
<td>Los Angeles, CA</td>
<td>24</td>
<td>130</td>
<td>5,000</td>
</tr>
<tr>
<td>Midland Independent School District</td>
<td>Midland, TX</td>
<td>4</td>
<td>30</td>
<td>750</td>
</tr>
<tr>
<td>Austin Independent School District</td>
<td>Austin, TX</td>
<td>2</td>
<td>6</td>
<td>250</td>
</tr>
</tbody>
</table>

**Total** | **115** | **457** | **26,250** |
# Planned IYG Implementation

## Planning – School Districts and Agencies in Preparation for Training & Implementation

<table>
<thead>
<tr>
<th>School District/Agency</th>
<th>Location</th>
<th>Projected Reach (# of Students)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring Branch</td>
<td>Houston, TX</td>
<td>3,000</td>
</tr>
<tr>
<td>Cy-Fair</td>
<td>Cypress, TX</td>
<td>7,000</td>
</tr>
<tr>
<td>Hobbs</td>
<td>Hobbs, New Mexico</td>
<td>1,400</td>
</tr>
<tr>
<td>Pharr-San Juan-Alamo</td>
<td>Pharr, TX</td>
<td>1,500</td>
</tr>
<tr>
<td>Planned Parent South Central New York</td>
<td>Binghamton, NY</td>
<td>1,750</td>
</tr>
<tr>
<td>Washington County Health Department</td>
<td>Hagerstown, Maryland</td>
<td>500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Projected Reach : Year 2012 - 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Projected</td>
</tr>
<tr>
<td></td>
<td>Current</td>
</tr>
<tr>
<td></td>
<td>Projected Total Reach</td>
</tr>
</tbody>
</table>
CHAMPSS

Choosing and Maintaining Sex Education Programs in Schools

A community-based model to assist adoption, implementation, and sustainability of evidence-based sexual health programs into school settings.
Challenges to sustainability

- Competing vendors
- Staffing changes
- Political pressures
- Competing priorities
- Resources
- Leadership changes
Sustainability: Who is paying attention?

- Whose responsibility
  - Developers
  - Texas Education Agencies
  - Health Departments
  - Local Education Agencies

- Funding streams
  - Infrastructure
  - Training
  - Technical assistance
Prevention Research Centers

[Map of the United States showing locations of prevention research centers]

Susan Tortolero, UTPRC
Support
CHAMPSS
Susan Tortolero, UTPRC

CHOOSING AND MAINTAINING PROGRAMS FOR SEX EDUCATION IN SCHOOLS (CHAMPSS)
The University of Texas Prevention Research Center

3rd Annual

2011 Adolescent Sexual Health Course

New Directions:
Empowering Community Partners for the Prevention of Teen Pregnancy and STIs

May 16th-18th, 2011
Hotel ZaZa
5701 Main Street
Houston, TX 77005

This course covers:
- Improving communication with youth on sexual health topics
- Current statistics related to adolescent sexual health
- Media and teen sexuality
- Accessing teen friendly health services
- Sexual diversity
- Adolescent brain development
- Programs proven to work

Keynote Speaker:
LaMarr Darnell Shields, M.Ed.
Urban Leadership Institute

“From Rock to Hip-Hop: Understanding and Engaging Youth”

Also featuring Jeff Livingston, MD
Using Social Media to Improve Patient Engagement

Space is limited! Registration Deadline: May 9th

Register online at:
www.utprec.org

LMWS, LGDC, LPC, and CPE continuing education credits available. National Commission for Health Education Credentialing contact hours for Category I are approval pending for CHES.

Who should attend? Health educators, social workers, physicians, nurses, counselors, public health professionals, and graduate students who work directly with youth in any setting (after-school, community-based organization, faith-based organization, clinic-based, etc.). Directors and program managers who supervise, support, or implement programs for youth, in any format, are also encouraged to attend.

Registration Fee is $100 per person or $70 for groups of 3 or more from the same agency (includes materials and meals).

For questions about registration, please visit our website or contact Cindy Penne at 713-500-9960 or at Serenah.B.Penne@uth.tmc.edu
The social network ...
Lessons Learned and Questions

- Someone needs to pay attention to sustainability
- On-going support and technical assistance needed
- Other models should be investigated
  - Mandates
  - Commercialization
QUESTIONS?

Susan Tortolero
Susan.Tortolero@UTH.TMC.EDU
Applying Sustainability Models to Public Health Research and Practice
successes and challenges

Alice Ammerman DrPH, RD
Professor, Department of Nutrition
Gillings School of Global Public Health
Director, Center for Health Promotion and Disease Prevention
(a CDC Prevention Research Center)
University of North Carolina – Chapel Hill

Research to Reality Cyber-Seminar
May 8, 2012
Intervention focus: Obesity and Economic Literacy

- Builds on 20 year community partnership in Eastern North Carolina
- Health Works for Women and “her daughters”
  - Worksite intervention for women – Textile Mills
  - Health Works after the Flood – Hurricane Floyd
  - HOPE Works (Health, Opportunity, Partnership, Empowerment)
  - Threads of Hope
Seeds of HOPE

- HOPE Circles
- Disseminating HOPE Works – controlled trial showed 4 lb. weight loss and increased physical activity
- Intervention – recruitment through CBOs:
  - 12 HOPE Circle meetings
    - Lifestyle modification
    - Economic literacy and empowerment
  - 6 computer tailored newsletters
Challenges re scaling up and sustainability

- Difficult to transition from intervention trial to dissemination research/implementation
- Challenge to community partners to recruit CBOs beyond comfort zone (churches)
- Tailored newsletters very resource intensive
  - Difficult to know how important to program impact
  - Challenging to find a sustainable model
Addressing the 4 Types of Sustainability:

Sustaining *benefits* or outcomes for consumers

*Economic literacy benefit may be perceived as more important than health-related*

Sustaining specific program *activities*

*Key challenge of sustaining computer tailored newsletters*

Sustaining enhanced community or organizational capacity

*Need strategy to integrate with mission of existing CBOs*

Sustaining *attention* to the issue or problem

*Obesity and poverty remain issues of key concern*
- **Inputs:**
  - Intervention with evidence for efficacy (HOPE Works)
  - Organizational capacity – need to expand
  - Prior relationships & the history of innovation YES

- **Factors Affecting Sustainability**
  - Intervention Characteristics
  - Organizational Supports
  - Environmental support
  All these areas need work!

- **Obtaining Financial Resources**
  - Internal
    - ✓ Institutionalization
    - ✓ Fee for service
  - External
    - ✓ Grants
  - In Kind
    - ✓ Volunteers
    - ✓ Space, logistics

- **Outcomes:**
  - Headed toward this...
  - Intervention Sustained
  - ✓ Client Benefits
  - ✓ Intervention Activities
  - ✓ Community capacity
  - ✓ Replication

---

**Logic Model for “Sustainability”**
Program Sustainability Assessment Tool

What is program sustainability capacity?
We define program sustainability capacity as the ability to maintain programming and its benefits over time.

Why is program sustainability capacity important?
Programs at all levels and settings struggle with their sustainability capacity. Unfortunately, programs are forced to shut down, reduce or remove elements to public health, clinical care, when programs are turned off, hence poor improvements in public health, clinical care, and social service outcomes are dissolved. To maintain the benefit, staff, funding, and partnerships of programs, stakeholders need to understand all of the factors that contribute to sustainability. With knowledge of these critical factors, stakeholders can build program capacity sustainability and position their efforts for long-term success.

What is the purpose of this tool?
This tool will enable you to assess your program’s current capacity for sustainability across a range of specific organizational and contextual factors. Your responses will identify sustainability strengths and challenges. You can then use results to guide sustainability action planning for your program.

Helpful definitions
This tool has been designed to be useful for a wide variety of programs, both large and small, in different settings. Covering this variability, it is important for you to think through how you would implement the tool throughout the organization.
### Political Support: Internal and external political environments that support your program

<table>
<thead>
<tr>
<th></th>
<th>To little or no extent</th>
<th>To a very great extent</th>
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<tr>
<td>1. Political champions advocate for the program.</td>
<td>1 2 3 4 5 6 7 NA</td>
<td>1 2 3 4 5 6 7 NA</td>
<td></td>
</tr>
<tr>
<td>2. The program has strong champions with the ability to garner resources.</td>
<td>1 2 3 4 5 6 7 NA</td>
<td>1 2 3 4 5 6 7 NA</td>
<td></td>
</tr>
<tr>
<td>3. The program has political support within the larger organization.</td>
<td>1 2 3 4 5 6 7 NA</td>
<td>1 2 3 4 5 6 7 NA</td>
<td></td>
</tr>
<tr>
<td>4. The program has political support from outside of the organization.</td>
<td>1 2 3 4 5 6 7 NA</td>
<td>1 2 3 4 5 6 7 NA</td>
<td></td>
</tr>
<tr>
<td>5. The program has strong advocacy support.</td>
<td>1 2 3 4 5 6 7 NA</td>
<td>1 2 3 4 5 6 7 NA</td>
<td></td>
</tr>
</tbody>
</table>

### Funding Stability: Establishing a consistent financial base for your program

<table>
<thead>
<tr>
<th></th>
<th>To little or no extent</th>
<th>To a very great extent</th>
<th>Not able to answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The program exists in a supportive state economic climate.</td>
<td>1 2 3 4 5 6 7 NA</td>
<td>1 2 3 4 5 6 7 NA</td>
<td></td>
</tr>
<tr>
<td>2. The program implements policies to help ensure sustained funding.</td>
<td>1 2 3 4 5 6 7 NA</td>
<td>1 2 3 4 5 6 7 NA</td>
<td></td>
</tr>
<tr>
<td>3. The program is funded through a variety of sources.</td>
<td>1 2 3 4 5 6 7 NA</td>
<td>1 2 3 4 5 6 7 NA</td>
<td></td>
</tr>
<tr>
<td>4. The program has a combination of stable and flexible funding.</td>
<td>1 2 3 4 5 6 7 NA</td>
<td>1 2 3 4 5 6 7 NA</td>
<td></td>
</tr>
<tr>
<td>5. The program has sustained funding.</td>
<td>1 2 3 4 5 6 7 NA</td>
<td>1 2 3 4 5 6 7 NA</td>
<td></td>
</tr>
</tbody>
</table>
**Partnerships:** Cultivating connections between your program and its stakeholders

<table>
<thead>
<tr>
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<th>To little or no extent</th>
<th>To a very great extent</th>
<th>Not able to answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Diverse community organizations are invested in the success of the program.</td>
<td>1 2 3 4 5</td>
<td>6 7</td>
<td>NA</td>
</tr>
<tr>
<td>2. The program communicates with community leaders.</td>
<td>1 2 3 4 5</td>
<td>6 7</td>
<td>NA</td>
</tr>
<tr>
<td>3. Community leaders are involved with the program.</td>
<td>1 2 3 4 5</td>
<td>6 7</td>
<td>NA</td>
</tr>
<tr>
<td>4. Community members are passionately committed to the program.</td>
<td>1 2 3 4 5</td>
<td>6 7</td>
<td>NA</td>
</tr>
<tr>
<td>5. The community is engaged in the development of program goals.</td>
<td>1 2 3 4 5</td>
<td>6 7</td>
<td>NA</td>
</tr>
</tbody>
</table>

**Organizational Capacity:** Having the internal support and resources needed to effectively manage your program and its activities

<table>
<thead>
<tr>
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<th>To a very great extent</th>
<th>Not able to answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The program is well integrated into the operations of the organization.</td>
<td>1 2 3 4 5</td>
<td>6 7</td>
<td>NA</td>
</tr>
<tr>
<td>2. Organizational systems are in place to support the various program needs.</td>
<td>1 2 3 4 5</td>
<td>6 7</td>
<td>NA</td>
</tr>
<tr>
<td>3. Leadership effectively articulates the vision of the program to external partners.</td>
<td>1 2 3 4 5</td>
<td>6 7</td>
<td>NA</td>
</tr>
<tr>
<td>4. Leadership efficiently manages staff and other resources.</td>
<td>1 2 3 4 5</td>
<td>6 7</td>
<td>NA</td>
</tr>
<tr>
<td>5. The program has adequate staff to complete the program’s goals.</td>
<td>1 2 3 4 5</td>
<td>6 7</td>
<td>NA</td>
</tr>
</tbody>
</table>
Next Steps for Sustainability

- Build on strong community partnerships and enthusiasm
- Streamline intervention approach for feasibility – both resource and implementation
- Create stronger alliances and “mission match” with local public health agencies to begin weaning off grant funding dependency
Questions?

Please submit your questions for the presenters by dialing *1 or by using the Q&A feature at the top of your screen.

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Scheirer Consulting

Doug Luke, PhD
Washington University

Alice Ammerman, DrPH, RD
University of North Carolina - Chapel Hill

Susan Tortolero, PhD
University of Texas

You can request a PDF copy of the today’s slides by emailing: researchtoreality@mail.nih.gov
Continue the discussion online at:

http://researchtoreality.cancer.gov

And access the resources and citations mentioned today

Mark **Tuesday, June 12th, 2:00-3:00pm EST**
on your calendars for our next cyber-seminar
on working across cancer control coalitions.

**Registration Coming soon!**
Dissemination and Implementation Measures and Methods Initiative

https://www.gem-beta.org/ (GEM Homepage)
http://cancercontrol.cancer.gov/IS/resources.html (IS Team Website)