Sustainability Assessment Report

Year 4

Acknowledgements

We would like to acknowledge the contributions of our project team from the Center for Public Health Systems Science at Washington University in St. Louis, the School of Public Health at Saint Louis University, and the Beth-El College of Nursing and Health Sciences at University of Colorado Colorado Springs.

We would also like to extend our sincere appreciation and thanks to the Healthy & Active Communities (H&AC) grantees for their participation in the evaluation of the H&AC Initiative.

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Funding provided by
MFH Missouri Foundation for Health

Funding for this project was provided in whole by the Missouri Foundation for Health. The Missouri Foundation for Health is a philanthropic organization whose vision is to improve the health of the people in the communities it serves.

H&AC Program Sustainability Assessment Report

June 2012

The purpose of this report is to provide a summary of findings based on Healthy & Active Communities (H&AC) grantees' responses to a sustainability assessment tool. This sustainability summary was prepared for Missouri Foundation for Health (MFH) staff and Board of Directors to assess accomplishments and challenges in funding, training, and capacity-building activities for H&AC grantees. Results can help to inform the design of future funding opportunities and capacity-building activities in the future.

Importance of Sustainability

One of MFH's goals is to "improve the health of the people in the communities it serves." Positive public health outcomes in the communities that H&AC grantees serve can only be achieved if effective programs, policies, and environment changes are sustained over time. Many things can affect sustainability, such as financial and political climates, factors in the organizational setting, and elements of project design and implementation.[1,2] Research shows that if the right amount of funding, people, and organizational support are made available to a public health program, it will be able to maintain benefits for participants, awareness of the issue it addresses, and the community's capacity for action.[1,2]

The sustainability of H&AC projects beyond MFH funding increases the ability of communities and grantee organizations to continue to work towards improving the health of individuals. It is important to examine and understand the factors and mechanisms that promote or hinder the sustainability of their programs.

What is program sustainability?

We define sustainability as the presence of structures and processes that allow a program to leverage resources to most effectively implement evidence-based policies and activities over time.

Program Sustainability Assessment Tool

The Program Sustainability Assessment Tool was developed by the Center for Public Health Systems Science (formerly the Center for Tobacco Policy Research) at Washington University in St. Louis in conjunction with an extensive review of program sustainability research.[3] The tool was developed in 2010 and revised in early 2012. The revised tool consists of eight program sustainability domains (see Figure 1).[i] Each of the domains within the tool is equally weighted and consists of five indicators.

i The tool was piloted with over 590 participants between 2010 and 2012. The sustainability team performed statistical tests to maximize the reliability of the tool, eventually reducing the total tool to eight domains and 40 items.

(For a list of all indicators included in each domain see Appendix A.) **The degree to which the indicators in each domain exist increases the likelihood that a project or program has the resources, skills, capacity, and knowledge necessary to sustain components over time. The stronger the existence of indicators for each of the domains, the more likely a project or program can be sustained.**

Figure 1. Domain Definitions for the Program Sustainability Assessment Tool

Program Sustainability Framework and Domain Descriptions

POLITICAL SUPPORT
Internal and external political environments that support 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

Use of the Tool with H&AC Grantees

The Program Sustainability Assessment Tool was designed to help measure the extent to which a project has the necessary structures and processes to sustain obesity prevention efforts. One to five individuals from each H&AC project participated. Respondents reported on a scale of 1 "little to no extent" to 7 "to a great extent," the degree to which they felt their project met each indicator. The tool was administered to Model Practice Building (MPB) and Innovative Funding (IF) grantees at or near the end of their funding cycles, and administered to Promising Strategies (PS) grantees towards the beginning or middle of their funding cycles. Table 1 depicts the point in grantees' funding cycles when they completed the tool. A total of 131 respondents completed the Program Sustainability Assessment Tool between winter 2010 and spring 2012. For more information on the development of the tool and the evaluation methods see Appendix B.

Table 1. Point during Grantees' Funding Cycles when they completed the Tool

Grantee Cohort	Year of Grantee's Funding Cycle*		
	Year 1	Year 2	Year 3
2007 MPB			
2008 MPB			
2008 IF			
2009 PS			
2010 PS			
2011 PS			

* Grantees' first completion of the tool:
Grantees' second completion of the tool:

Interpreting the Sustainability Findings

Scores are presented for each of the eight sustainability domains. **High scores indicate areas where grantees report their projects are most successful and exhibit greater capacity to respond to potential sustainability threats (e.g., funding loss). Low scores indicate areas of need or gaps in sustainability efforts of H&AC grantees.** There is no minimum rating that guarantees the sustainability of a project. The second administration of the tool was completed in year 4 (July 2011- June 2012) of the H&AC evaluation.

As grantees continue to take the assessment each year, the combined results will more accurately reflect the greatest challenges and successes with regards to grantees' sustainability efforts. For example, collective findings from the two administrations of the tool build on the results in the first sustainability report: grantees continue to identify Organizational Capacity as the strongest domain and Funding Stability as the most significant challenge. That these ratings remain stable after two administrations of the tool reinforces Organizational Capacity as a strength of grantees' projects while underscoring the need for assistance around Funding Stability. Additionally, as grantees projects' progress over time, the sustainability of their efforts and specific challenges will likely change as the needs and resources available to their projects' fluctuate. Future administrations of the tool will allow the evaluation team and the Foundation to track changes in grantees' sustainability efforts over time and identify areas for technical assistance.

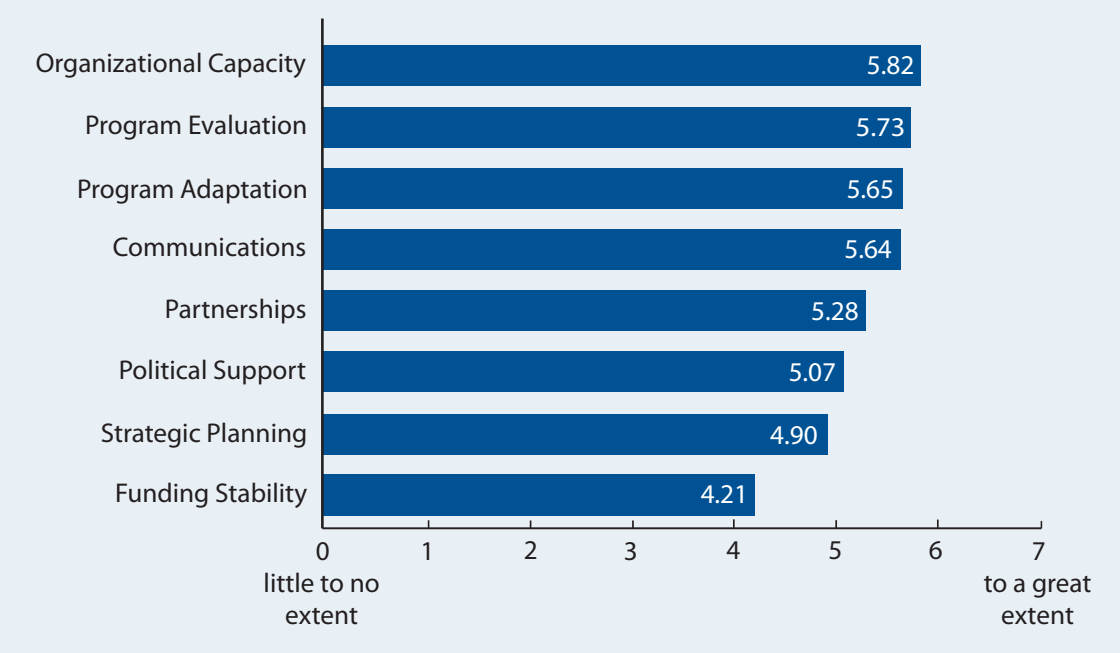
Layout of this Report

The remainder of the report includes the aggregated results across all administrations of the sustainability tool. An overall sustainability profile is shared for all H&AC grantees, followed by a profile for the combined MPB and IF grantees, a profile for the PS grantees, and a comparison between the MPB/IF and PS results. Finally, the 2008 MPB grantees were asked to indicate the likelihood of sustaining their project components and to describe the strategies they plan to use for sustainability. Those results are provided.

Overall Sustainability Profile of All H&AC Grantees

A snapshot of all H&AC grantees' scores on the eight sustainability domains across both administrations of the tool is reported below (Figure 2). Because cohorts were awarded funding in different years of the initiative, grantees were at different points in their three-year funding cycles when they completed the sustainability tool. MPB and IF grantees were at or near the end of their projects, while PS grantees were at or near the beginning of their H&AC funding. These findings present an overall picture of grantees' sustainability efforts and the successes and challenges shared across grantee cohorts. Specific findings for the funding strategies are included after these results.

Figure 2. Overall Sustainability Profile Scores for All H&AC Grantees



- The two highest rated domains for all H&AC grantees were: **Organizational Capacity** (5.81) and **Program Evaluation** (5.73).

Organizational Capacity was the highest rated domain for all H&AC grantees across all administrations of the tool, indicating that grantees feel they have the internal support and resources needed to manage their H&AC projects and meet their goals. High scores in Program Evaluation may reflect the individualized technical assistance H&AC grantees receive on collecting data, reporting outcomes and results, and use of internal evaluation results for program planning and improvement purposes. Indicator-level results suggest that grantees feel confident they can continue to evaluate their programs, use the findings to inform their approaches, and report on their outcomes.

- The two lowest rated domains were: **Funding Stability** (4.21) and **Strategic Planning** (4.90).

Low scores on the Funding Stability indicators point to a shared need by all H&AC grantees to have more diversified, stable, flexible, and sustained funding. Additionally, low scores in the Strategic Planning domain indicated that grantees lack long-term financial and sustainability plans.

MPB/IF Sustainability Profile

Below are the aggregate findings for MPB and IF grantees across both administrations of the tool. Because MPB/IF grantees completed the tool at or near the end of their funding cycles, these results show where funding and capacity-building activities provided to H&AC grantees have been the most successful. Findings also highlight where grantees reported being less successful with regards to sustainability efforts.

- The highest rated domains for MPB/IF grantees were **Organizational Capacity** (5.80), **Program Evaluation** (5.78), and **Program Adaptation** (5.66).

Program Evaluation and Organizational Capacity were also the highest rated domains for all H&AC grantees and, therefore, many of the same assumptions outlined above apply to MPB/IF grantees. High scores in Program Adaptation reflect grantee's confidence in their ability to modify their programs for continued effectiveness based on changes in the environment and the effectiveness of program components, and may be well-developed in these grantees because they were nearing the end of their projects and had three years of implementation experience. Table 2 describes the highest rated indicators within these three domains and provides specific examples of successes from grantees' work.

Table 2. Examples of Most Successful Indicators from MPB/IF grantees

Domain	Indicator	Mean Score	Examples from H&AC Projects
Program Evaluation	The program reports short term and intermediate outcomes	5.99	*Mark Twain Forest Regional Health Alliance*- Reported short-term outcomes, such as increased social support for breastfeeding, and intermediate outcomes, such as increased number of postpartum mothers who breastfeed.
	Evaluation results inform program planning and implementation	5.89	*St. Louis County Department of Health*- Developed student food committees to advocate for healthier food options in the school environment in response to survey data that indicated students consumed most meals at school.
Organizational Capacity	Leadership efficiently manages staff and other resources	5.92	*Jefferson County Health Department*- Leadership reallocated existing staff to fulfill project activities until new staff could be hired.
	Leadership effectively articulates the vision of the program to external partners	5.90	*Citizens for Modern Transit*- The 26 members of CMT's Board of Directors promoted the Ten Toe Express project with their respective organizations to increase awareness and participation.
Program Adaptation	The program makes decisions about which components are ineffective and should not continue	5.96	*St. Louis Regional OASIS*- When 20-week course length of Active Living Every Day classes kept some participants from registering, grantee shortened the course to 12-weeks, which increased class participation and engagement of partner sites.
	The program proactively adapts to changes in the environment	5.78	*American Heart Association*- When state academic requirements discouraged schools from promoting wellness activities, grantee worked with districts to design solutions to keep wellness a priority (e.g., virtual technical assistance to reduce travel obligations).

- The lowest rated domain and four lowest indicators for MPB/IF grantees across both administrations of the tool fell within the **Funding Stability** domain (4.16).

As MPB/IF grantees were at or near the end of their MFH grant cycles when administered the tool, low scores within the Funding Stability domain are not surprising. Data collected through the Healthy and Active Programs and Policies Evaluation System (HAPPE)[ii] also confirm that MPB/IF projects generally were not funded through a wide variety of sources.

PS Sustainability Profile

Below are the findings for all PS grantees. PS grantees were much earlier in their funding cycles when they were administered the sustainability tool, completing the assessment within the first 18 months of receiving funding. Sustainability profiles for the PS funding strategy are shared to highlight sustainability challenges grantees experienced in early stages of implementation. These findings can be used to inform targeted technical assistance, training, or resources provided to grantees.

- The two highest rated domains for PS grantees were **Organizational Capacity** (5.82) and **Communications** (5.79).

Like MPB and IF grantees, PS grantees rated themselves highly in Organizational Capacity, indicating that the internal support and resources necessary to successfully manage H&AC projects is present across the H&AC initiative. High scores in Communications demonstrate that PS grantees feel capable of disseminating information about their programs and the issues they work on to the general public. Data collected through HAPPE confirm communication as a strength across the PS funding strategy, indicating that PS grantees conducted activities that potentially reached a large number of individuals (over 20 million potential exposures)[iii] through project activities such as marketing and raising community awareness.

- The lowest rated domains for PS grantees were **Funding Stability** (4.27) and **Strategic Planning** (4.98).

Funding Stability and Strategic Planning were the lowest rated domains by PS grantees across both administrations of the tool, indicating areas that present challenges to all cohorts of PS grantees. Even after including scores for 2011 PS grantees, Funding Stability was still the lowest rated domain across all PS grantees despite having MFH funding for another one to three years. Table 3 shows the seven lowest rated indicators for all PS grantees. Five of the seven indicators were within the Funding Stability domain. This demonstrates a shared need by PS grantees to have more diversified, stable, flexible, and sustained funding. Additionally, two of the seven lowest indicators fell within the Strategic Planning domain. Specifically, grantees reported a lack of strong long-term financial and sustainability planning.

ii The HAPPE system was launched in 2009 to collect data for the H&AC Initiative evaluation. The primary goals of the system are to collect data across all H&AC programs and allow the evaluation team, H&AC grantees, and the Foundation to monitor progress over time.

iii Reach numbers represent the potential number of exposures or "hits" a message may have had (i.e., an individual may have heard the message more than once). Therefore the actual number of individuals reached for all activities is unknown.

Table 3. Examples of Least Successful Indicators for PS grantees

Domain	Indicator	Mean Score
Funding Stability	The program is funded through a variety of sources.	3.90
	Program has a combination of stable and flexible funding.	4.11
	The program has sustained funding.	4.19
	The program exists in a supportive state economic climate.	4.27
	The program implements policies to help ensure sustained funding.	4.88
Strategic Planning	The program has a long-term financial plan.	4.43
	The program has a sustainability plan.	4.69

- There was greatest variation in scores across PS grantees in the **Political Support** domain, ranging from 1.60-6.60.[iv]

The wide range in scores in this domain indicates that grantees have the greatest differences in the level of knowledge and expertise around building political support for their programs at the start of their grants. Because Political Support has the most variation, this suggests that many grantees continue to need support to build capacity in these areas.

Comparison of MPB/IF grantees to PS Grantees

While all grantees receive supports from MFH (e.g., workshops on communicating with policymakers, networking and training opportunities at the annual summit) there are some differences in the structure of the MPB/IF and PS funding strategies. For example, PS grantees were required to select project activities in three domains: Access/Environment, Community Engagement, and Policy/Economics and had to demonstrate evidence of multi-sectoral partnerships to implement specific project activities through Memorandums of Understanding (MOUs).

- MPB/IF grantees had lower scores for most of the domains when compared to PS grantees, including: **Political Support**, **Funding Stability**, **Partnerships**, **Communications**, **Strategic Planning,** and **Organizational Capacity**.

Part of the difference in scores may be attributed to MPB and IF grantees being at the end of their funding cycles. Grantees nearing the end of their projects may face greater challenges in maintaining support from partners and political leaders over time. As funding ends, they may have fewer financial resources available to them in the near future and have a more accurate perspective of the financial resources needed to sustain their projects. This is confirmed upon examination of indicator-level data within the domains. For example, the biggest difference in Political Support between PS and MPB/IF grantees was in having political champions with the ability to garner resources, where PS grantees reported higher scores. PS grantees also reported higher scores within the Funding Stability domain for having sustained funding and having a combination of stable and flexible funding.

iv Range indicates the lowest and highest mean domain scores.

- The **Partnerships** domain was the largest difference between PS (5.57) and MPB/IF (5.02) grantee scores.

High scores in Partnerships most likely reflect the requirement of PS grantees to demonstrate multi-sectoral partnerships prior to the launch of their projects, including the submission of MOUs with partner organizations. Four of the five largest differences between PS and MPB/IF grantee scores were among indicators in the Partnerships domain (Table 4).

Table 4. Examples of Largest Indicator-Level Differences between PS and MPB/IF grantees

Domain	Indicator	Difference between PS and MPB/IF Mean Scores	PS Mean Scores	MPB/ IF Mean Scores
Partnerships	Community leaders are involved with the program.	**0.66**	5.74	5.08
	The program communicates with community leaders.	**0.63**	5.92	5.29
	Diverse community organizations are invested in the success of the program.	**0.59**	5.65	5.06
	The community is engaged in the development of program goals.	**0.54**	5.38	4.84

- MPB/IF grantees scored higher than PS grantees in two domains: **Program Evaluation** (5.78 and 5.68, respectively) and **Program Adaptation** (5.66 and 5.65, respectively).

High scores in these two areas may be due to MPB grantees receiving the most years of technical assistance from the external evaluation team, suggesting that the capacity-building activities around evaluation of grantees' projects may enhance the sustainability of project components. Additionally, MPB grantees have had more practice in implementation to learn how to adapt program components to changes, highlighting how experience in implementing obesity prevention strategies may be beneficial to sustainability.

Sustaining Project Components: 2008 MPB Grantees

During the second administration of the tool, grantees were asked about the likelihood of sustaining specific project components and the strategies they planned to use to sustain them after H&AC funding ends. For 2008 MPB grantees (n=9), who were at the end of their funding cycles, the results indicate areas of strength in sustaining projects and components that are more challenging for grantees to sustain. MPB grantees were specifically required to include sustainability objectives in their project plans, thus it is not surprising that grantees reported most project components would be sustained and planned to use multiple strategies to sustain projects. Overall, fifty percent of 2008 MPB grantees reported that more than half of their H&AC projects will be sustained after funding ends.

- Seventy-five percent of grantees planned to sustain four or more project components (out of 6 possible components). The most frequently reported components grantees planned to sustain were:
    - Nutrition and physical activity education (100% of grantees) (e.g., community education campaign)
    - Nutrition and physical activity programs (88% of grantees) (e.g., walking programs)
    - Advocacy and policy change (63% of grantees) (e.g., school wellness policies)
    - Healthy eating environment changes (63% of grantees) (e.g., healthy school meals)
    - Physical activity environment changes (63% of grantees) (e.g., walking trails)

Grantees planned to sustain the majority of their project components, especially those highlighting the core content of their projects (e.g., physical activity and nutrition). This suggests that requiring grantees to include sustainability objectives in their project plans and report progress towards meeting these objectives may be an effective grant requirement.

> "We will still continue to offer the program, it just may look different. The core pieces will be there…This is a strategic goal that we have. It's part of our strategic plan to be able to sustain this program."

- Fewer grantees expected to sustain marketing once grant funding ends (38% of grantees).

Grantees may find these activities less critical to successfully implement their key project components, or the high costs associated with marketing activities may be a challenge to sustainability.

- Grantees planned to utilize two or more strategies to sustain their projects (63% of grantees).

The most frequently identified strategy was cost absorption by the grantee organization (e.g., grantee organization will assume the cost of staff positions needed for the project) (75% of grantees).

> "The Health Department will absorb the community outreach activities. We have other programs that those activities can go through without H&AC, because it's something that we did before the grant."

Grantees also planned for partners to maintain project components (50%) or to secure additional funding (38%).

> "We feel like if we were to fall off the face of the planet, it wouldn't even matter; our partners would be able to get the resources they need to keep the effort going. The project has a lot of support and buy-in."

These results suggest that while grantees are employing multiple strategies to sustain components, grantees are turning less frequently to external supports, such as partnerships, to sustain their projects and more to the resources internal to their organizations, such as cost absorption. Providing technical assistance to grantees around diversifying plans for sustainability may increase the likelihood of sustaining additional project components, particularly those with associated costs like marketing.

Lessons Learned

The data presented in this report highlight findings regarding the sustainability of projects funded through the H&AC Initiative. A summary of the key findings across all of the grantee cohorts is presented below.

- **Organizational Capacity was consistently rated among the highest domains within each grantee cohort and for all H&AC grantees overall.**

  Across both administrations of the tool, grantees indicated they have committed leadership, appropriate skills, and necessary systems in place to reach the goals of their H&AC projects. External trainings, such as technical assistance, may help to increase staff skills that are essential to managing project activities.

- **Funding Stability was consistently a challenge for all grantees.**

  Across both administrations of the tool, grantees reported lowest scores in the Funding Stability domain. Additionally, grantees reported turning to internal resources, rather than external support, to sustain specific project components. These results highlight the challenges grantees face in developing diversified, stable, flexible, and sustained funding.

- **Requiring multi-sectoral partnerships may increase the likelihood of project sustainability.**

  PS grantees reported a higher likelihood in sustainability of Partnerships than MPB/IF grantees, most likely due to the requirement of PS grantees to demonstrate multi-sectoral partnerships prior to the launch of their projects. Requiring these types of supports early in projects may help projects build long-term relationships with partners to support project activities.

- **Grantees at the end of their projects plan to sustain most of their project components using multiple sustainability strategies after funding ends.**

  The high likelihood reported by 2008 MPB grantees of sustaining their project components suggests that requiring grantees to think about sustainability early and document progress towards sustainability objectives is effective. However, grantees may benefit from additional technical assistance around diversifying the strategies for sustaining their projects.

Recommendations

These results can be used to guide sustainability planning for grantees and provide strategies for future funding. Domains with relatively lower ratings indicate there is room for technical assistance and training. Assessing sustainability on an ongoing basis provides MFH with immediate feedback on domains where assistance may be provided. This information may help inform capacity-building, training, and technical assistance provided to grantees in the future. The recommendations based on the results of this administration of the tool are the same as those included in the previous report, indicating that even after additional time implementing their projects, grantees continue to experience the same challenges and successes with regards to sustainability.

1. **IDENTIFY SPECIFIC SUSTAINABILITY GAPS.** While each grantee faces organization-specific challenges to sustainability across different domains, the findings above suggest key domains that grantees as a whole saw as challenging and may require more intensive training and assistance across grantees.

    A. **Funding Stability** was a challenging domain for all H&AC grantees across both administrations of the sustainability tool. The ability to secure long-term funding requires knowledge of funding streams and how to access them. Therefore, continue to offer training and technical assistance opportunities around identifying and securing federal and other funding opportunities.[4]

    B. PS findings further indicate a need for capacity-building opportunities for grantees in the **Political Support** domain. Continue to provide technical assistance in a variety of areas, including communicating with policy makers.

2. **CLEARLY DEFINE SUSTAINABILITY EXPECTATIONS AND COMMUNICATE EXPECTATIONS TO GRANTEES.** Identify and communicate sustainability expectations to grantees from the start, including how their capacity for sustainability is affected by many factors, as outlined in the Program Sustainability Assessment Tool.

3. **PLAN FOR AND ASSESS SUSTAINABILITY EARLY, BROADLY, AND OFTEN.** Adoption of an approach that assesses sustainability early, broadly, and often can help MFH better understand the effectiveness of certain types of supports and challenges at different points in a grantee's funding cycle. To increase the likelihood of H&AC project components being sustained beyond MFH funding, grantees should plan for and assess sustainability in the beginning, middle, and end of their funding cycles.

    A. **Beginning:** Encourage grantees to develop comprehensive sustainability plans early in their funding cycle, if not before funding begins, and provide support and technical assistance around development of such plans. Provide training on building structures and processes that support sustainability efforts.

        - Starting early will give grantees time to develop their partnerships, capacity, and strategies needed to sustain project components.[5,6]

- Organizations often focus on finding funding to sustain programmatic activities, and focus less on the structures and processes that support community organizing and planning, such as identifying advocates or brokers for the community.[7]
- One potential strategy would be to identify specific objectives for institutionalization (e.g., organizational) and developing and implementing a marketing plan for achieving those objectives.[8]

B. **Middle:** Assess sustainability on an on-going basis, and track grantees' progress towards meeting sustainability goals and plans. One strategy may be to require grantees to have sustainability objectives or plans across several domains and report progress towards and achievement of such efforts (e.g., in interim reports to MFH). Ensure grantees develop action plans around sustainability that extend beyond securing additional funding.

C. **End:** Allocate resources and develop a system to support data collection from grantee organizations after funding cycles have ended to further assess sustainability after they no longer receive formal MFH funding. Also, plan to revisit grantee-level data and determine which project components should be sustained. Not all project components will be successful and, therefore, may not need to be sustained.

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Appendix A: Program Sustainability Assessment Tool

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, when programs are forced to shut down, hard won improvements in public health, clinical care, or social service outcomes can dissolve. To maintain these benefits to society, stakeholders must understand all of the factors that contribute to program sustainability. With knowledge of these critical factors, stakeholders can build program *capacity* 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 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 for use with a wide variety of programs, both large and small, across different settings. Given this flexibility, it is important for you to think through how you are defining your program, organization, and community before starting the assessment.

Below are a few definitions of terms that are frequently used throughout the tool.

- **Program** refers to the set of formal organized activities that you want to sustain over time. Such activities could occur at the local, state, national, or international level and in a variety of settings.
- **Organization** encompasses all the parent organizations or agencies in which the program is housed. Depending on your program, the organization may refer to a national, state, or local department, a nonprofit organization, a hospital, etc.
- **Community** refers to the stakeholders who may benefit from or who may guide the program. This could include local residents, organizational leaders, decision-makers, etc. Community does not refer to a specific town or neighborhood.

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The name of the program or set of activities I am assessing is:

_____

In the following questions, you will rate your program across a range of specific factors that affect sustainability. Please respond to as many items as possible. If you truly feel you are not able to answer an item, you may select "NA." **For each statement, circle the number that best indicates the extent to which your program has or does the following things.**

Political Support: Internal and external political environments that support your program

	To little or no extent						To a very great extent	Not able to answer
1. Political champions advocate for the program.	1	2	3	4	5	6	7	NA
2. The program has strong champions with the ability to garner resources.	1	2	3	4	5	6	7	NA
3. The program has political support within the larger organization.	1	2	3	4	5	6	7	NA
4. The program has political support from outside of the organization.	1	2	3	4	5	6	7	NA
5. The program has strong advocacy support.	1	2	3	4	5	6	7	NA

Funding Stability: Establishing a consistent financial base for your program

	To little or no extent						To a very great extent	Not able to answer
1. The program exists in a supportive state economic climate.	1	2	3	4	5	6	7	NA
2. The program implements policies to help ensure sustained funding.	1	2	3	4	5	6	7	NA
3. The program is funded through a variety of sources.	1	2	3	4	5	6	7	NA
4. The program has a combination of stable and flexible funding.	1	2	3	4	5	6	7	NA
5. The program has sustained funding.	1	2	3	4	5	6	7	NA

For each statement, circle the number that best indicates the extent to which your program has or does the following things.

Partnerships: Cultivating connections between your program and its stakeholders

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

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

	To little or no extent						To a very great extent	Not able to answer
1. The program is well integrated into the operations of the organization.	1	2	3	4	5	6	7	NA
2. Organizational systems are in place to support the various program needs.	1	2	3	4	5	6	7	NA
3. Leadership effectively articulates the vision of the program to external partners.	1	2	3	4	5	6	7	NA
4. Leadership efficiently manages staff and other resources.	1	2	3	4	5	6	7	NA
5. The program has adequate staff to complete the program's goals.	1	2	3	4	5	6	7	NA

For each statement, circle the number that best indicates the extent to which your program has or does the following things.

Program Evaluation: Assessing your program to inform planning and document results

	To little or no extent						To a very great extent	Not able to answer
1. The program has the capacity for quality program evaluation.	1	2	3	4	5	6	7	NA
2. The program reports short term and intermediate outcomes.	1	2	3	4	5	6	7	NA
3. Evaluation results inform program planning and implementation.	1	2	3	4	5	6	7	NA
4. Program evaluation results are used to demonstrate successes to funders and other key stakeholders.	1	2	3	4	5	6	7	NA
5. The program provides strong evidence to the public that the program works.	1	2	3	4	5	6	7	NA

Program Adaptation: Taking actions that adapt your program to ensure its ongoing effectiveness

	To little or no extent						To a very great extent	Not able to answer
1. The program periodically reviews the evidence base.	1	2	3	4	5	6	7	NA
2. The program adapts strategies as needed.	1	2	3	4	5	6	7	NA
3. The program adapts to new science.	1	2	3	4	5	6	7	NA
4. The program proactively adapts to changes in the environment.	1	2	3	4	5	6	7	NA
5. The program makes decisions about which components are ineffective and should not continue.	1	2	3	4	5	6	7	NA

For each statement, circle the number that best indicates the extent to which your program has or does the following things.

Communications: Strategic communication with stakeholders and the public about your program

	To little or no extent					To a very great extent		Not able to answer
1. The program has communication strategies to secure and maintain public support.	1	2	3	4	5	6	7	NA
2. Program staff communicate the need for the program to the public.	1	2	3	4	5	6	7	NA
3. The program is marketed in a way that generates interest.	1	2	3	4	5	6	7	NA
4. The program increases community awareness of the issue.	1	2	3	4	5	6	7	NA
5. The program demonstrates its value to the public.	1	2	3	4	5	6	7	NA

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

	To little or no extent					To a very great extent		Not able to answer
1. The program plans for future resource needs.	1	2	3	4	5	6	7	NA
2. The program has a long-term financial plan.	1	2	3	4	5	6	7	NA
3. The program has a sustainability plan.	1	2	3	4	5	6	7	NA
4. The program's goals are understood by all stakeholders.	1	2	3	4	5	6	7	NA
5. The program clearly outlines roles and responsibilities for all stakeholders.	1	2	3	4	5	6	7	NA

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Sustainable Project Components

What percentage of your project do you estimate will be sustained after MFH funding has ended?

○ Less than 25% ○ 25% - 50% ○ 50% - 75% ○ More than 75%

Which of your project activities will be sustained? (Check all that apply)

Marketing	Nutrition & Physical Activity Programs	Nutrition & Physical Activity Education Programs	Healthy Eating Environment Changes	Physical Activity Environment Changes	Advocacy and Policy Change
☐	☐	☐	☐	☐	☐

Which strategies are you utilizing to help sustain your project activities? (Check all that apply)

Secured additional funding	Organization absorbing the project components	Partner responsible for maintaining project components	Project components are spinning off	Other (write below)
☐	☐	☐	☐	_____

Demographic Question

How many years have you been worked at your current organization? _____

Appendix B: Program Sustainability Assessment Tool Methods

Appendix B: Program Sustainability Assessment Tool and Methods

The Program Sustainability Assessment Tool includes indicators that comprise eight sustainability domains. Figure 1 in the report includes a definition of each of the eight sustainability domains. Both external and internal environments contribute to sustainability efforts. Therefore, the domains are organized from external environments (e.g. political support) to internal environments (e.g. strategic planning) in Figure 1 of the main report. This tool was developed in conjunction with an extensive review of program sustainability research and concept mapping processes involving 112 scientists, funders, and practitioners. Each item in the scale had to be supported by the literature and have above-average ratings of importance and modifiability to be included in the tool. All of the domains and items within the tool are equally weighted.

The survey asked individual respondents to indicate on a 7-point scale the degree to which they felt their program did certain things, such as "The program is well integrated into the operations of the organization" or "Evaluation results inform program planning and implementation". A rating of 1 indicated project staff felt their program did or had this to a little or no extent, whereas a rating of 7 means meant they felt their program did or had this to a great extent.

The tool was first distributed to all H&AC grantees in year 3 of the evaluation contract (July 1, 2010 – June 30, 2011). It was administered to at least one participant from each Model Practice Building (MPB) and Innovative Funding (IF) grant in fall/winter 2010. For the Promising Strategies (PS) grantees, the program coordinators identified 2 to 3 additional individuals whose input would be useful in completing the survey. These individuals could have been other program staff, board members, or external evaluators. The survey was distributed to the PS grantees in March 2011. Of the 76 invited participants, 63 completed the survey with at least one person representing each of the PS grantees, up to 3 individuals per grantee.

The second distribution of the tool was to all H&AC grantees whose projects were ending or just starting in year 3 (2008 MPB, IF, and 2011 PS). For the MPB and IF grantees the survey was sent out to the same respondents as the previous year. As with the last distribution, PS program coordinators identified 2 or 3 additional individuals to provide input into the survey. The surveys were distributed between fall 2011 and spring 2012. Of the 45 invited participants, 28 completed the survey representing all but one of the MPB, IF, and PS projects.