

Program Sustainability Assessment and Planning with Statewide Tobacco Control Efforts

Kim Prewitt, BA

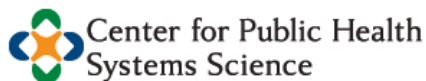
Sarah Dexter, MSW

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Center for Public Health Systems Science

Melissa Martin, RDN, LDN

Louisiana Department of Health



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SCHOOL OF SOCIAL WORK

The logo for Washington University in St. Louis, featuring a shield with a cross and stars, followed by the text "Washington University in St. Louis".

Washington University in St. Louis



Goals for Today

Explore the components of program sustainability capacity

Learn how to engage in Sustainability assessment and action planning

Hear from a state that has used the Tool and Curriculum to build sustainability capacity

The Sustainability Process

Understand → Assess → Plan



The screenshot shows the 'Program Sustainability Assessment Tool' interface. It includes a title bar, a navigation menu on the left, and a main content area with instructions and a 'Strategic Planning' section. The 'Strategic Planning' section contains a table with a scale from 1 to 5 and radio button options for 'To little or no extent' and 'To a very great extent'.

Sustainability Domain 1: Partnerships							
Sustainability Objective: Increase the number of community gardens from 3-4 (and ensure gardens are continuously maintained) by establishing three new strategic community partnerships by Dec. 31, 2015.							
Steps to achieve objective (Be very specific and include transparent sub-steps. Answer 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? (For every task, there needs to be a responsible party/parties. 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? When will they come from?	Due date			
				Q1	Q2	Q3	Q4
Step 1. Create a list of potential community partners for creating and sustaining an additional community garden.	Program manager, with input from HEAL team	List of potential partners created	Staff time to explore, identify and discuss potential strategic partnerships	Feb. 30, 2015			
Step 2. Develop a list of talking points for each potential partner.	Communications team, with oversight from Program manager	List of talking points for each potential partner created	Dev. practice guide for creating talking points	Apr. 15, 2015			
Step 3. Assign someone to reach out to each potential partner.	Program manager	Staff person assigned to each potential partner; Staff person affirms that they/he is comfortable with the talking points	None	May 15, 2015			
Step 4. Schedule partner meetings.	Person assigned to reach out to each partner	All meetings scheduled	None	June 15, 2015			
Step 5. Hold potential partner meetings.	Person assigned to communicate with each potential partner	All meetings held	Transportation to meetings				Oct. 15, 2015
Step 6. Establish partnership agreement with each organization/corporation/agency that is interested in partnering on the project.	Person assigned to communicate, with input from the partner and the rest of the HEAL team	Partnership agreements (agreed upon by both parties) created for each new partner	Staff time to communicate with new partners and create agreement				Dec. 31, 2015



What is Sustainability?

Sustainability

The ability to maintain programming & its benefits over time



How would you rate the overall sustainability of your program?

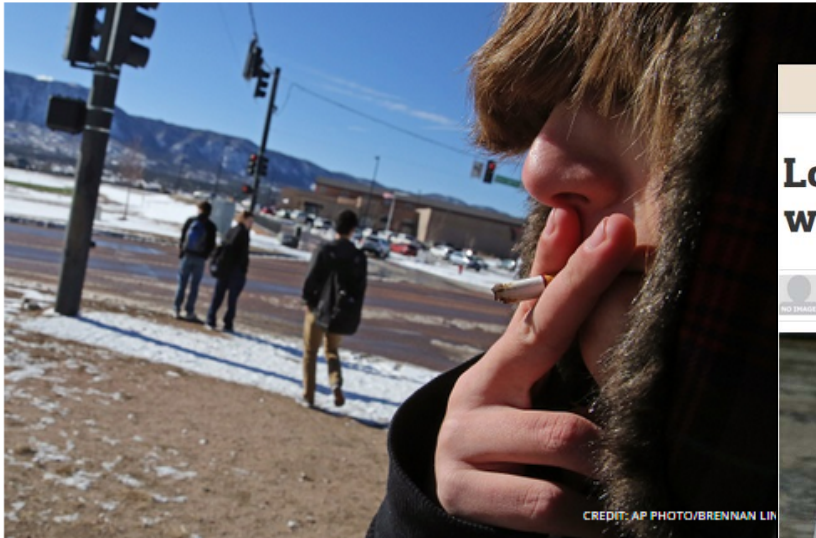
- 1 - Not at all sustainable
- 2
- 3
- 4
- 5 - Very sustainable



HEALTH

How States Are Failing To Tackle The Biggest Public Health Issue Of Our Time

BY SAM P.K. COLLINS | JAN 30, 2015 10:50AM



An unidentified Colorado high school student smokes a cigarette

Share 24 Tweet

Last year, the American Lung Association urged U.S. government officials to take the steps necessary to reduce smoking related to secondhand smoke by 2019, and however, shows that states have spent billions of dollars at their disposal. Researchers found that tobacco use by the Centers for Disease Control and the CDC's suggestions, more than what the agency advised, according to [Report](#). At the time of the report, cessation benefit to Medicaid ended on ground.

cleveland.com
COVERING NORTHEAST OHIO

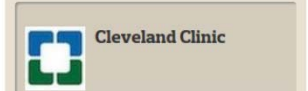
Local smoking-cessation groups fear budget cuts will snuff out progress

By cseper on December 01, 2008 at 4:56 PM, updated December 01, 2008 at 5:39 PM

Print



Hospital News



NEWS NOW Gov. Cuomo touts

Funding cuts to hit smoking cessation programs

Want to quit smoking? Think a class could help? Better take it by June 30. Further cuts to the state's tobacco control funding will kick in July 1 and tobacco cessation classes will be one of the casualties, said Eileen Gleason, tobacco cessation ...



Not just



Program Sustainability Framework



Schell, SF, Luke, DA, Schooley, MW, Elliott, MB, Herbers, SH, Mueller, NB, and Bungler, AC. (2013). Public health program capacity for sustainability: A new framework. *Implementation Science*, 8(15).



Environmental Support



Having a supportive internal and external climate



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 efforts and its activities



Program Evaluation



Assessing your program to inform planning and document results



Program Adaptation



Taking action to adapt your efforts to ensure its ongoing effectiveness



Communications



Strategic communication with stakeholders and the public about your program.



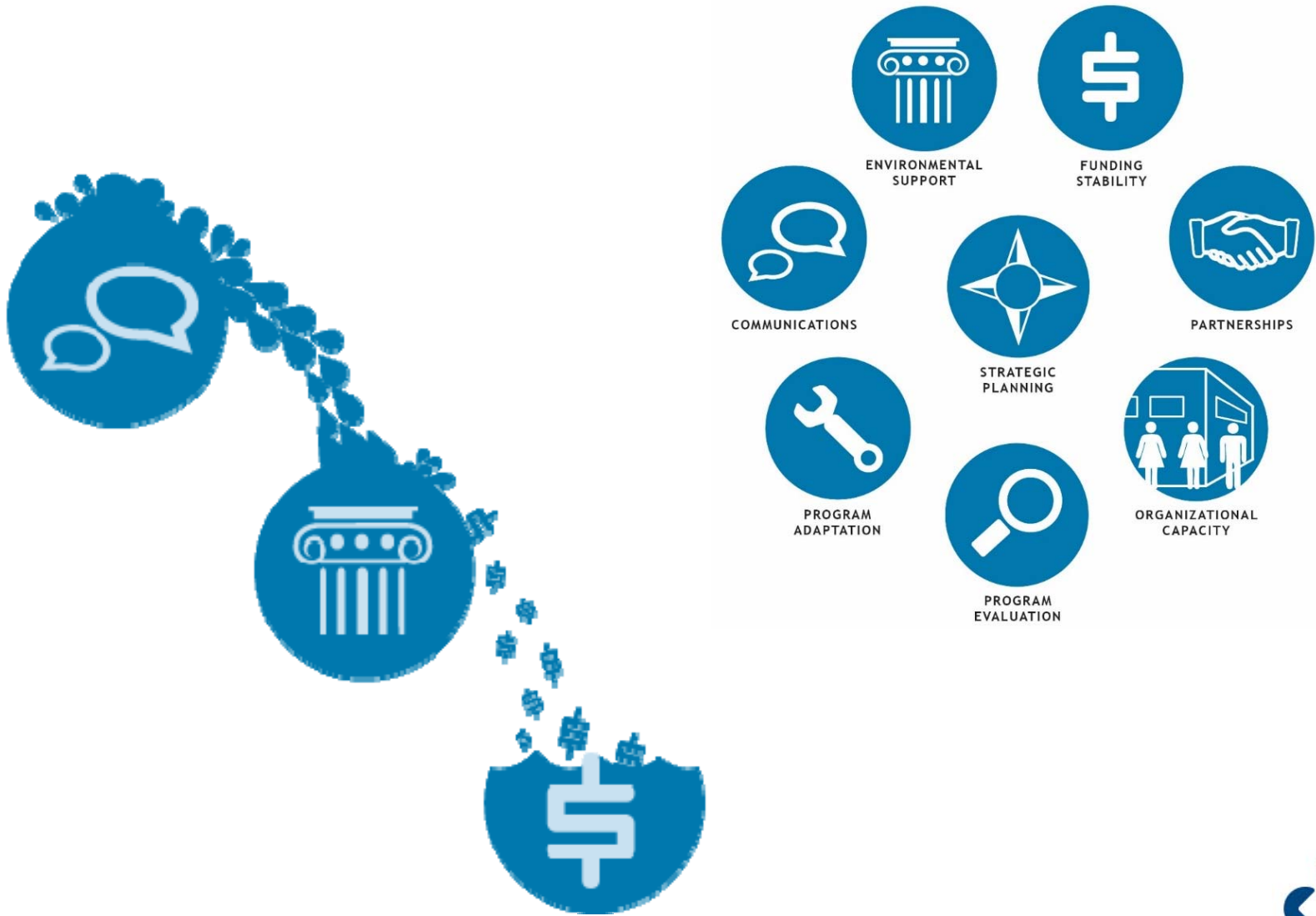
Strategic Planning



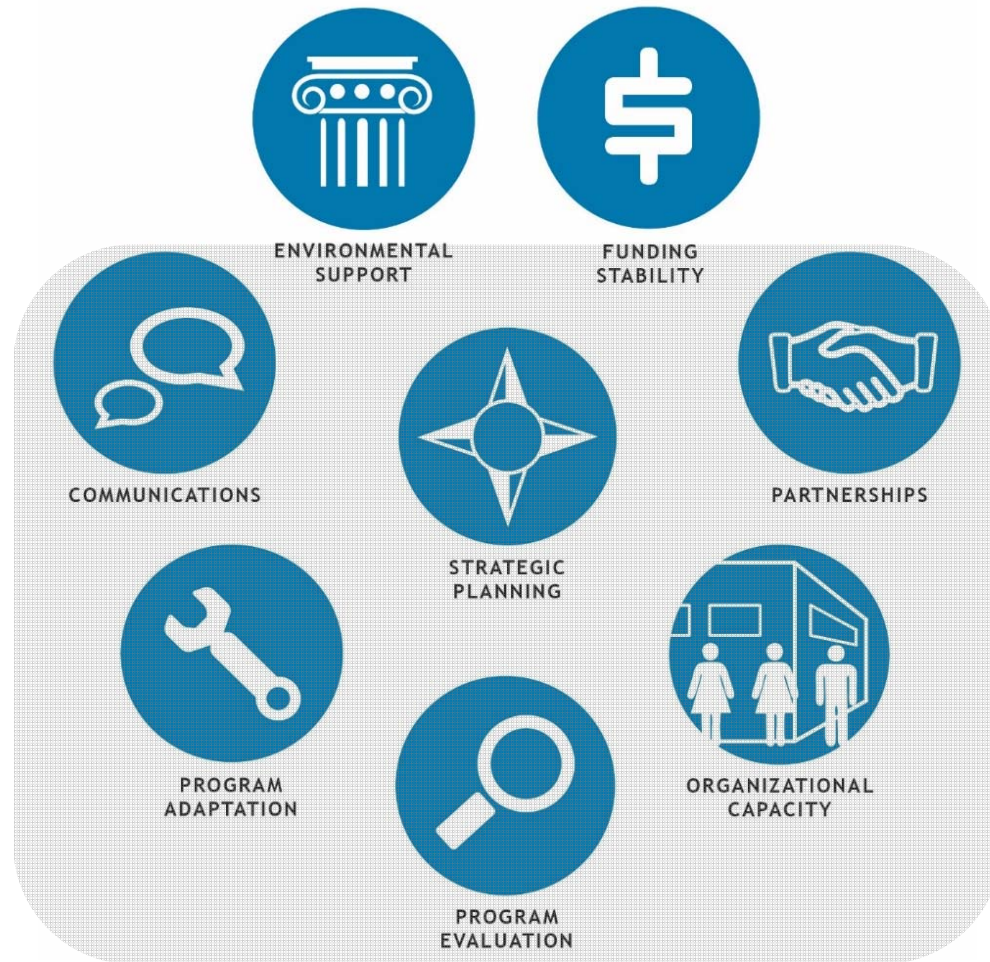
Using processes that guide your program's directions, goals, and strategies



Sustainability Domain Connectivity



Focus on what you can change



Sustaintool.org/understand

The screenshot shows the homepage of the Program Sustainability Assessment Tool. The header includes the logo, navigation links (Home, Understand, Assess, Plan, Services), and utility links (Log In, Contact Us). A green button labeled 'Assess Your Program Now!' is in the top right. A search bar is located below the navigation. The main content area features a large banner with a woman's face and the text: 'Welcome to the online Program Sustainability Assessment Tool. Let us help you rate the sustainability capacity of your program across a range of factors.' Below this is a 'Start a new assessment' button. A yellow box highlights a dropdown menu under the 'Understand' tab, listing the following factors: Understand Sustainability, Environmental Support, Funding Stability, Partnerships, Organizational Capacity, Program Evaluation, Program Adaptation, Communications, and Strategic Planning. At the bottom, a four-step process is shown: 1 > Understand (Understand the factors that influence a program's capacity for sustainability.), 2 > Assess (Use the Program Sustainability Assessment Tool to assess your program's capacity for sustainability.), 3 > Review (View results from your assessment as a Sustainability Report.), and 4 > Plan (Develop an Action Plan to increase the likelihood of sustainability.).

Program Sustainability Assessment Tool

Log In Contact Us

Assess Your Program Now!

Home Understand Assess Plan Services

Understand Sustainability

Environmental Support

Funding Stability

Partnerships

Organizational Capacity

Program Evaluation

Program Adaptation

Communications

Strategic Planning

Welcome to the online Program Sustainability Assessment Tool.

Let us help you rate the sustainability capacity of your program across a range of factors.

Start a new assessment

1 > Understand

Understand the factors that influence a program's capacity for sustainability.

2 > Assess

Use the Program Sustainability Assessment Tool to assess your program's capacity for sustainability.

3 > Review

View results from your assessment as a Sustainability Report.

4 > Plan

Develop an Action Plan to increase the likelihood of sustainability.



Program Sustainability Assessment Tool

Sustaintool.org

- 8 domains
- 5 items per domain
- < 15 minutes
- Individual or Group (12)



Sustaintool.org: Sustainability Report PDF

Sample Report Sustainability Report

12/20/2013

[> Go to Next Steps](#)

Many factors can affect sustainability, such as financial and political climates, organizational characteristics, and elements of evaluation and communication. 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. Assessment results can then be used to identify next steps in building program *capacity* for sustainability in order to position efforts for long term success.

Interpreting the Results:

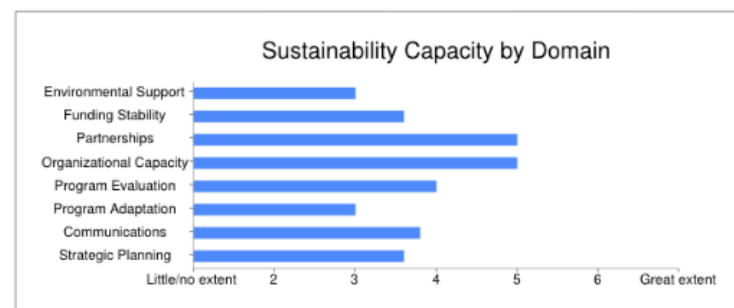
The table presents the average rating for each sustainability domain based on the responses that you provided. The remainder of the document presents the ratings for indicators within each domain. There is no minimum rating that guarantees the sustainability of your program. However, lower ratings do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

Next Steps:

- These results can be used to guide sustainability planning for your efforts.
- Areas with lower ratings indicate that there is room for improvement.
- Address domains that are most modifiable, quicker to change, and have data available to support the needed changes.
- Develop strategies to tackle the domains that may be more difficult to modify.
- Make plans to assess the sustainability of your efforts on an ongoing basis to monitor changes as you strive for an ongoing impact.

Overall Capacity for Sustainability	3.9
Environmental Support	3.0
Funding Stability	3.6
Partnerships	5.0
Organizational Capacity	5.0
Program Evaluation	4.0
Program Adaptation	3.0
Communications	3.8
Strategic Planning	3.6

1 = to little or no extent / 7 = to a great extent



For more information about the Program Sustainability Assessment Tool and sustainability planning, visit <http://www.sustaintool.org>



Sustaintool.org: Sustainability Scores

Overall Capacity for Sustainability	4.5
Environmental Support	5.2
Funding Stability	3.3
Partnerships	4.2
Organizational Capacity	5.1
Program Evaluation	5.5
Program Adaptation	5.1
Communications	4.0
Strategic Planning	3.7
1 = to little or no extent / 7 = to a great extent	



Questions to think about after taking the PSAT

- Did your results surprise you at all?
- Which domains do you think your program should focus its sustainability efforts on?
- How can you leverage your program's strengths to build on your weaknesses?



What to Sustain?

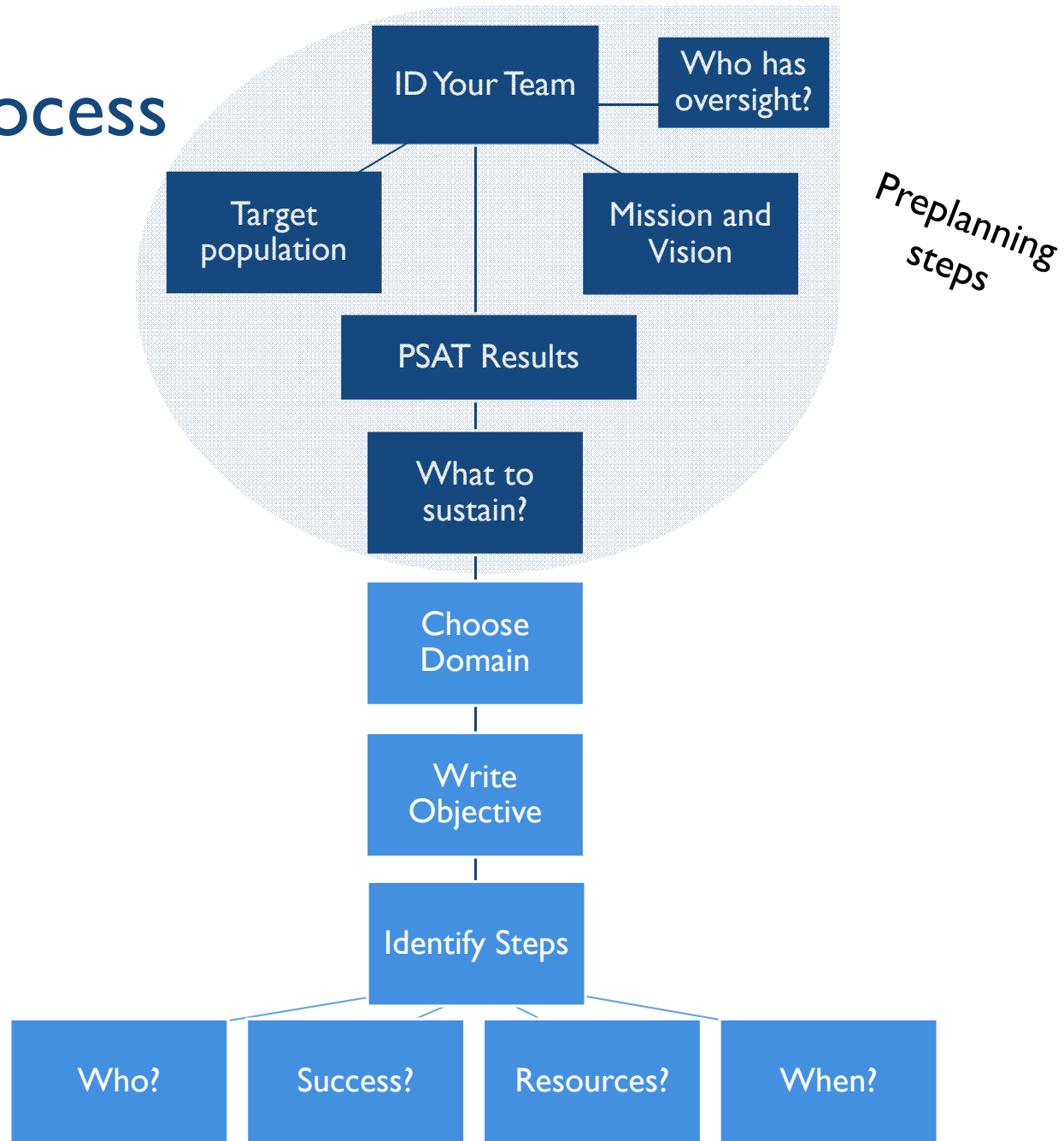


What to Sustain Guiding Questions:

- What elements of your program are the most effective and demonstrate the most impact?
- Where are your greatest needs?
- What elements of your program need to be revised, or even discontinued?
- What do you want to have accomplished 5 years from now?
- Are stakeholders committed to continuing your efforts?



The Process



Sustainability Action Plan

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

Sustainability Objective: By June 2003, implement sufficient evidence-based programmatic changes so that an independent evaluation of new initiatives clearly indicates the efficacy and importance of the program to the public, stakeholders and legislators.

Steps to achieve objectives:	Who will do the work?	What does success look like?	What financial and non-financial resources are needed for this step? Where will they come from?	Due date			
				Q1	Q2	Q3	Q4
1. Inform partners that program will only fund interventions that have established efficacy	Health Dept. Leadership	All partners notified	Leadership and partner buy-in Technical assistance to ensure programs are tracking needed metrics		June 2002		
2. Reorganize partners by geographic location (vs. program area "silos") to encourage collaboration	Health Dept. Leadership	Reorganization complete, all partners notified and agreeable to transition	Leadership and partner buy-in Technical assistance to support the restructure			Aug. 2002	
3. Begin holding monthly calls with all partners to provide support and technical assistance for transitioning to evidence based programming and coordinating with other geographically similar programs.	Tobacco Control Program staff	75% program attendance on all monthly calls for at least three months	Partner buy-in Knowledge of program needs			Sept. 2002	
4. Hire external evaluator to conduct comprehensive evaluation of program impact	Tobacco Control Program	External evaluator hired and timeline for evaluation and report established	Funds to hire evaluator				Oct. 2002
5. Obtain final report from evaluator	Evaluator will complete report and submit to program manager	Report complete and submitted	Access to necessary data		May 2003		





Using Program Sustainability Assessment Framework and Tool
Louisiana Bureau of Chronic Disease Prevention and Health Promotion

March 2017



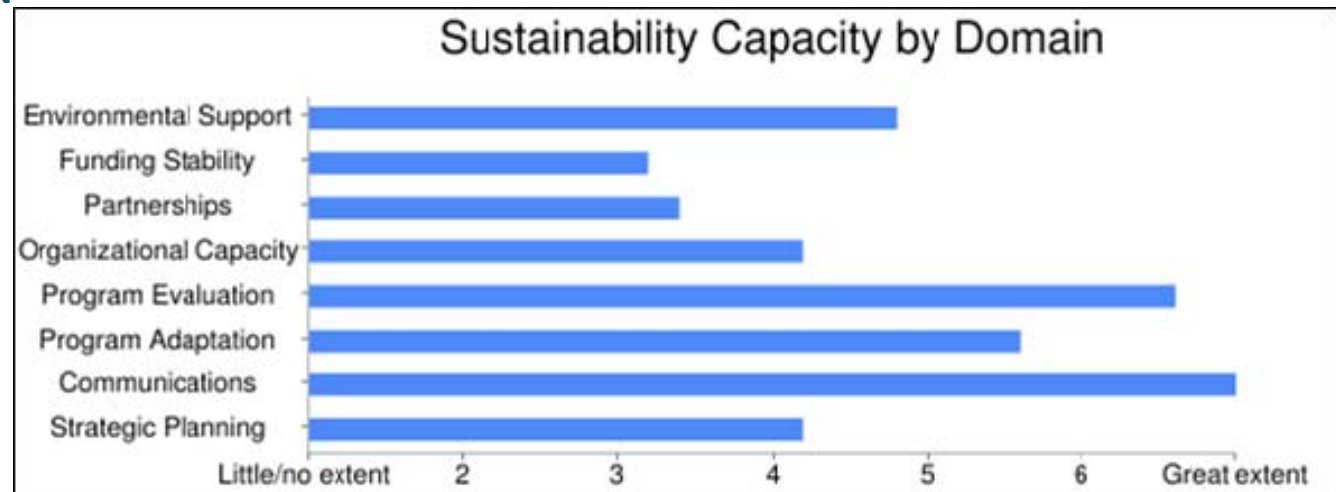
Overview

- 14-1410 Sustainability Plan
- Sustainability Workshop
- The Process and Results
- Lessons Learned

Sustainability Results

- According to the Center for Public Health Systems Science (CPHSS) Program Sustainability Assessment Tool; on July 31, 2015, Louisiana's program scored an overall capacity for sustainability score of 4.9 out of 7.0. Strengths include program evaluation and communication plans whereas weaknesses include funding sources, partnership engagement, and coordination strategic planning.
- Louisiana will focus on the improvement of funding stability, utilization of communication success, and strategic planning and alignment to build Quitline sustainability for PHHF 2014 year two 2015-2016.

Table 1.2 Program Sustainability Assessment Summary, CPHSS, July 31, 2015



Communications: Strategic communication with stakeholders and the public about our program.

Sustainability Objective: By July 31, 2016, develop and implement a communication plan on benefits and accomplishments of coordinated chronic disease efforts that increases awareness to internal and external partners.

Steps to achieve objectives:	Who will do the work?	What does success look like?	What non-financial resources are needed for this step? Where will they come from?	Due date			
				Q1	Q2	Q3	Q4
1. Create a coordinated and mass-reach health communication plan to educate leaders, decision makers, and the public about the dangers of tobacco use, the dangers of exposure to SHS, and available cessation support and resources.	Marketing and Creative Manager	By August 2015, implementation of a 9-month statewide communication plan.		Aug2015			



Getting Involved

- September 2015 CDC OSH issued a call for proposals for *Sustaining State Tobacco Control Programs: Planning and Development Meeting for State Teams*
- **Purpose:** To assist state teams in the development and implementation of a sustainability plan
- **Target Audience:** State teams composed of key tobacco control stakeholders and partners.

Workshop

- Timing is everything
- Sustainability Assessment
- Discussion Facilitation





Final Objective and Steps

Strengthen the comprehensive statewide tobacco control efforts by developing a matrix of partnerships by July 2016.

- **Step 1:** Develop a framework for the matrix
- **Step 1a:** Ask the tobacco control strategic plan group to edit and provide feedback on the matrix categories
- **Step 1b:** Determine the final matrix framework
- **Who is responsible?**
- **What does success look like? What resources are needed?**
- **Deadline?**

Matrix Column Header	Explanation
Tobacco Control Community Partner	Full name (no acronyms) of the tobacco control community partner
Statewide Partner Associated	Full name (no acronyms) of the tobacco control statewide partner associated
Purpose/Objective of Partnership	Brief explanation of the purpose/objective of the partnership between the statewide/community partner
Related Goal Area	Choose from one or more of the following tobacco control goal areas as you see related to this partnership: *Youth Prevention*Second Hand Smoke Exposure*Cessation *Eliminate Disparities
Parish(es)/Municipalities Affected	Insert the parish(es) and municipalities affected by this partner's work;
Target Audience	Insert the target audience here; examples: low SES, community leaders, urban population, rural population, school leaders, etc.
Point of Contact (Name, Title, Email, Phone)	Insert the point of contact name, title, email and phone number
Type of Engagement	How do the community partners communicate/engage with their statewide partner? Example: Meeting, email, conference call, trainings, etc.
Impact/Measure of Success	How is success measured for the community partner?
Data Source	If applicable, what data source is used to measure success for the community partner?

<p>Rationale and background</p>	<p>Currently, no mechanism or infrastructure exists to study, measure, or influence efforts to reduce disparities in tobacco control systematically in Louisiana. The Tobacco Disparities Statewide Taskforce is the proposed mechanism by which all tobacco control efforts will be examined to determine how strategies can be coordinated across the state and among different organizations, to understand the impact current programming has on disparities (intended or otherwise), and to hold all statewide partners accountable. The ultimate goal of the Taskforce is to review programs and their impact on disparities regularly and systematically; to have a disparities lens be how Louisiana Tobacco Control programs “do business.”</p>
<p>Health equity components</p>	<p>The Tobacco Control Disparities Task Force will be responsible for monitoring efforts in all goal areas on an annual basis to determine what impact they are having on health disparities. The entire goal area is focused on improving health equity, and provides a framework for coordinating efforts and providing accountability for how other tobacco control goals, objectives, and strategies impact health equity.</p>
<p>Sustainability elements</p>	<p>The creation of a disparities task force will provide the mechanism and infrastructure to look at disparities and health equity as they relate to tobacco control in a coordinated and integrated way.</p>



Lessons Learned

- Sustainability Starts in the Beginning
- Choose Domains Wisely
- Partners and Stakeholders Opinions Matter Most



To learn more

<http://wellaheadla.com/Living-Well-Ahead/Geaux-Tobacco-Free>

<http://quitwithusla.org/>

Action Planning

The screenshot displays the 'Program Sustainability Assessment Tool' website. The main navigation bar includes 'Home', 'Understand', 'Assess', 'Plan', and 'Services'. The 'Plan' dropdown menu is open, showing 'Plan for Sustainability', 'Write your Plan', and 'Find Planning Resources'. The 'Plan for Sustainability' sub-menu is also open, showing 'Planning Process', 'Write your Plan', and 'Find Planning Resources'. The main content area is titled 'Plan for Sustainability' and includes a quote, a list of steps for developing a sustainability action plan, and a 'Take Action' section. There are several call-to-action buttons: 'Learn more about the Process', 'Write Your Plan', 'See sample Action Steps', and 'Find planning Resources'. A sidebar on the right contains links for 'View Sample Sustainability Plan', 'Download Action Planning Template 1', and 'Download Action Planning Template 2'. The URL 'taintool.org/plan' is visible in the bottom left corner.

Program Sustainability Assessment Tool

Log In Contact Us

Assess Your Program Now!

Home Understand Assess Plan Services

Plan for Sustainability Planning Process

Write your Plan

Find Planning Resources

Plan

Plan for Sustainability

Planning Process

Write your Plan

Find Planning Resources

“The great thing about this tool is that the website also has a step-by-step guide to Plan for Sustainability, which will make developing our own sustainability plan easier.”

- Cindy J., Will County Health Department
[Read The Full Case Study...](#)

Develop a Sustainability Action Plan

1. Assemble the planning team.
2. Review your program's mission and purpose.
3. Review your Program Sustainability Assessment Tool results.
4. Determine which program elements need to be maintained, eliminated, or adapted.
5. Prioritize the areas of sustainability capacity to address first.
6. Write a Sustainability Action Plan with specific action steps.

Take Action

1. Implement the Sustainability Action Plan.
2. Reassess sustainability capacity annually.

Learn more about the Process

Write Your Plan

See sample Action Steps

Find planning Resources

View Sample Sustainability Plan

Download Action Planning Template 1

Download Action Planning Template 2

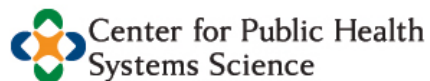
taintool.org/plan



Best Practices User Guides

Stephanie Andersen, MPA

March 23, 2017



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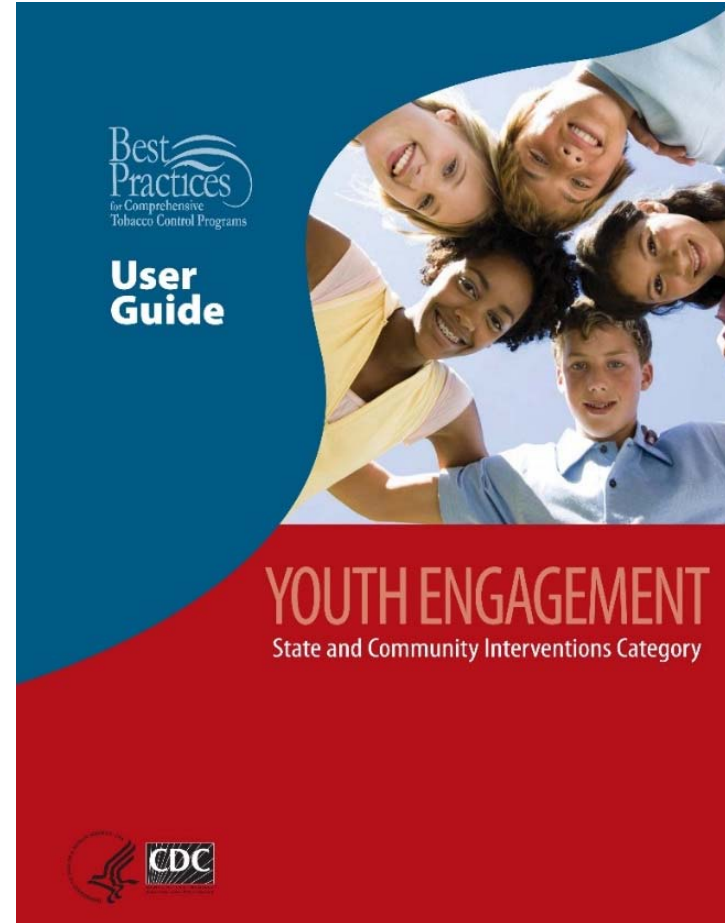
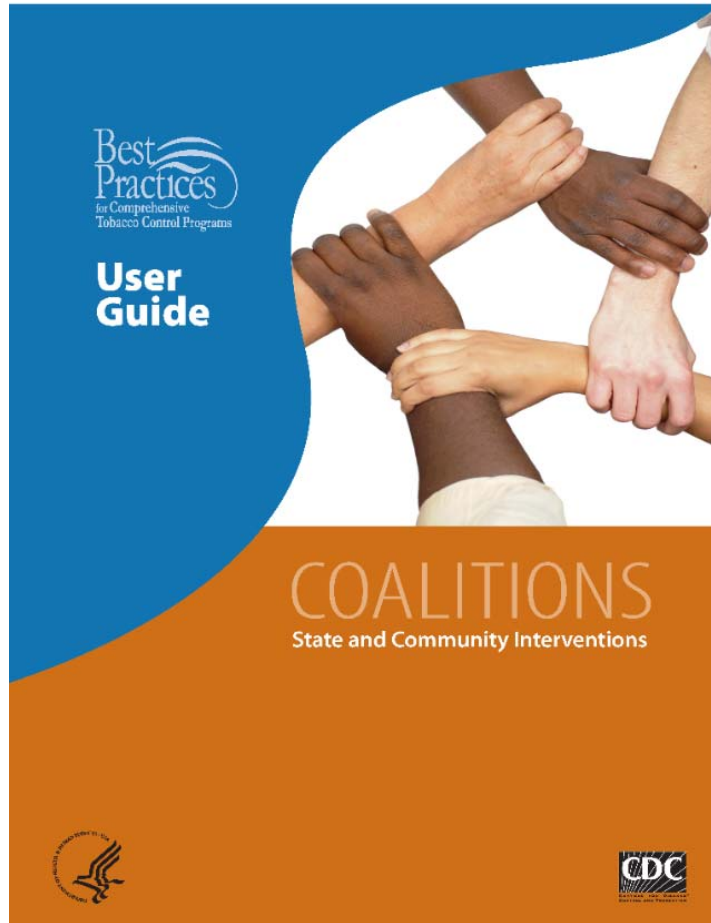


What's in a User Guide

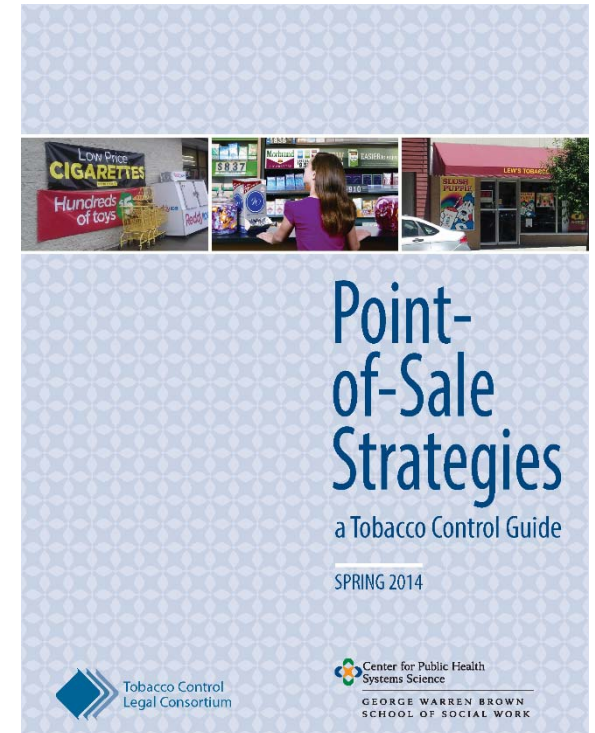
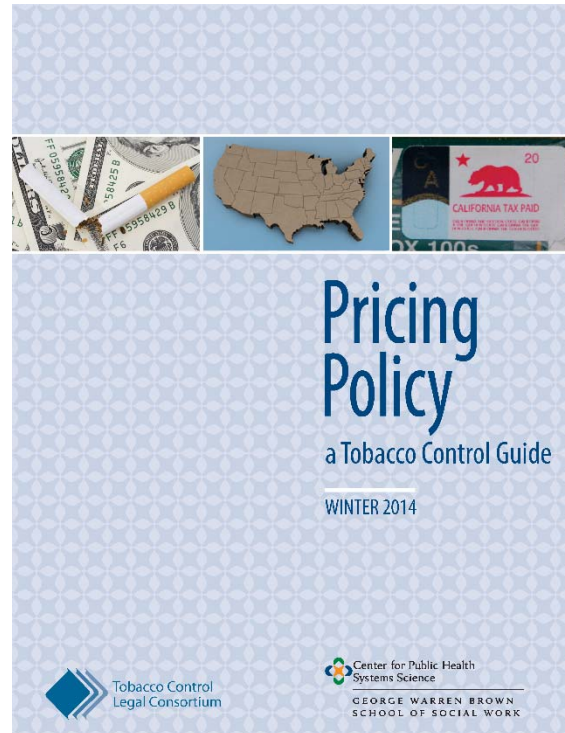
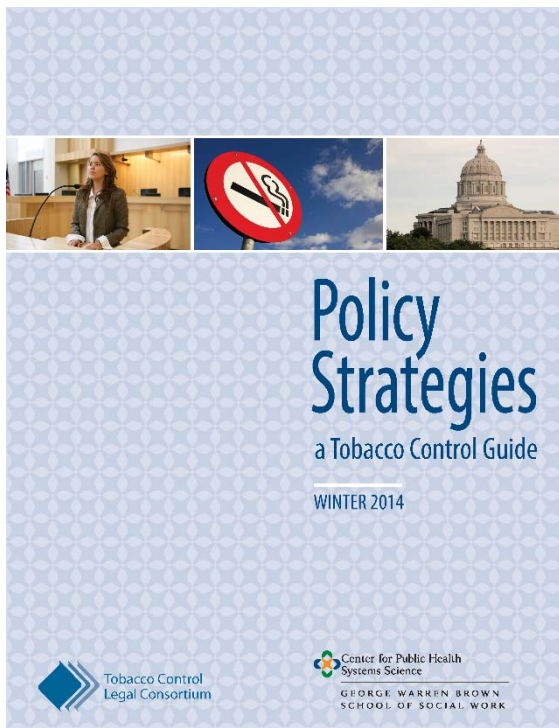
- **Making the Case** – key points about why it is important for tobacco control programs to work on the topic
- **A Brief History** –background and history of the topic
- **How to** – instructions on how to develop, implement, and manage the topic
- **Providing Support** – suggestions on how state programs can support the topic
- **In Action** – real-world examples from state or local programs
- **Case for Investment** – information about the importance of the topic
- **Resources** – publications, toolkits, and websites to help in planning efforts



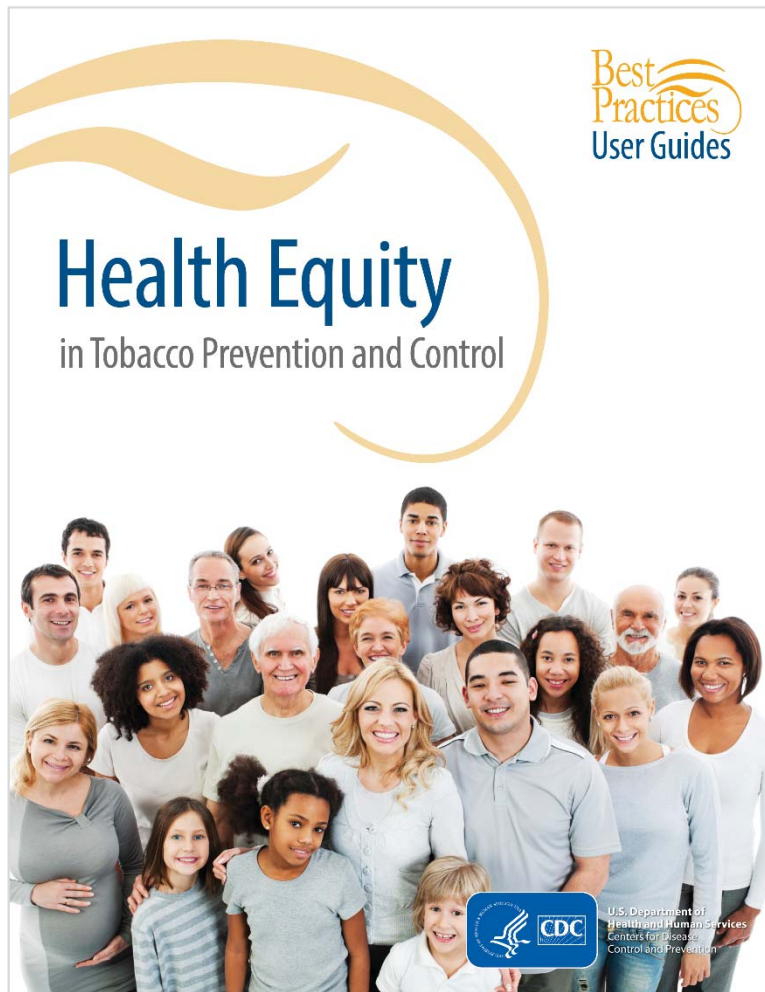
Coalitions & Youth Engagement



Tobacco Control Guides



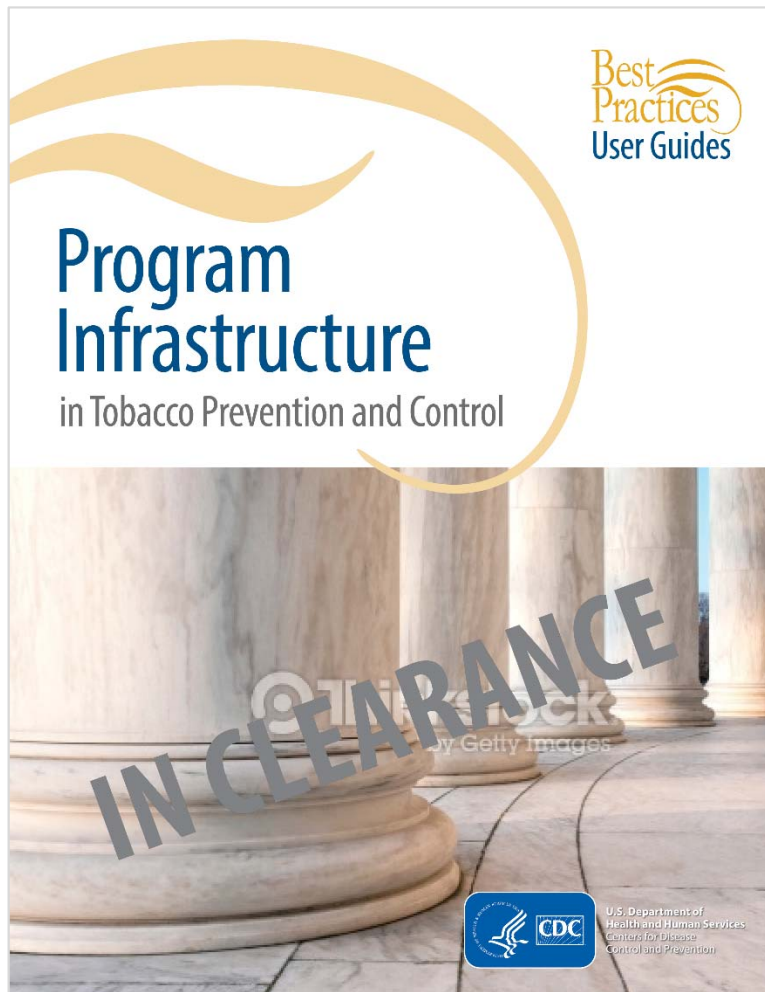
Health Equity



- Understanding Tobacco-Related Disparities
- Policy Interventions
- Implementing Strategies



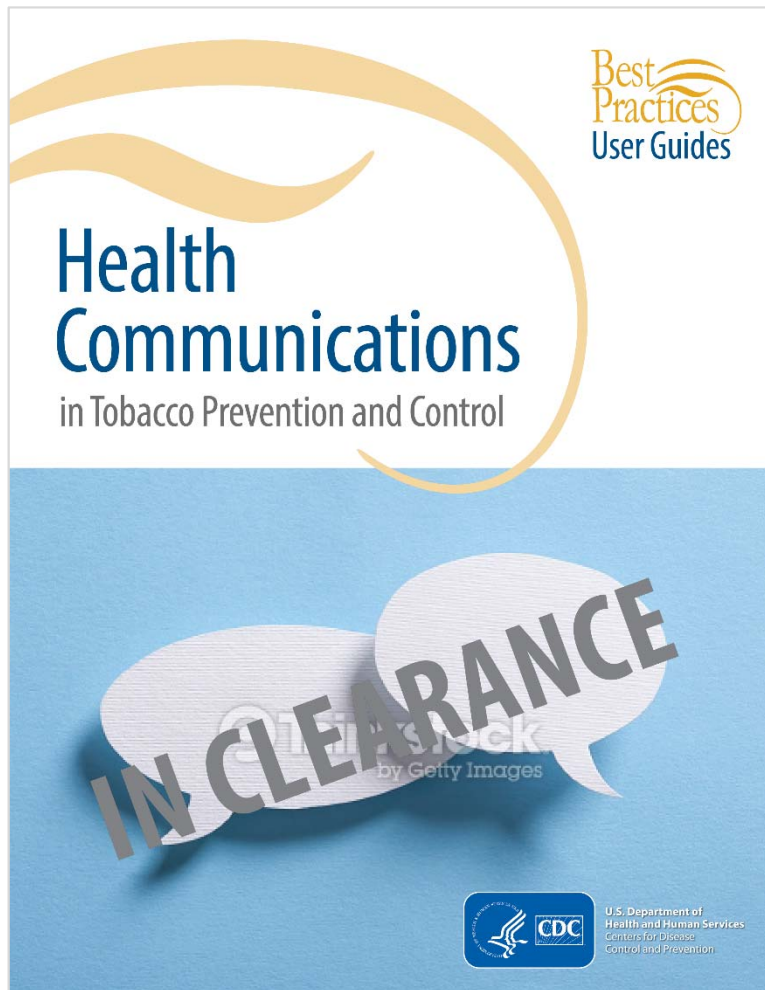
In Development



- Plans and Planning
- Leadership
- Partnerships
- Staff and Funding Resources
- Data



In Development

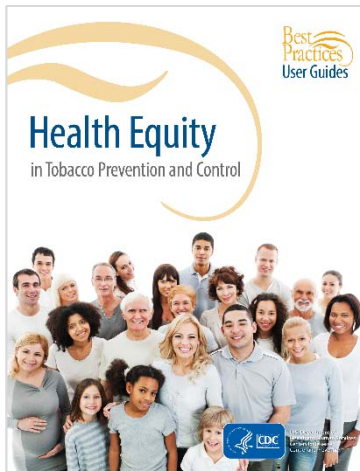


- Planning Campaigns
- Campaign Launch
- Paid and Earned Media Strategies
- Reducing Disparities
- Making Adjustments
- Evaluation

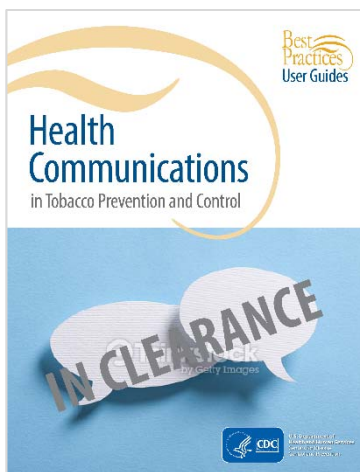


Creating Your Action Plan

Partnerships



Identify how partners working on other issues important to the community can support your efforts

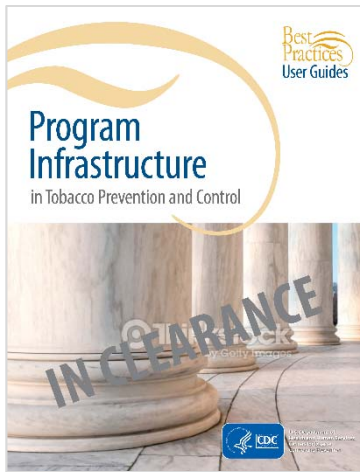


Learn strategies to communicate about your program with partners and internal stakeholders

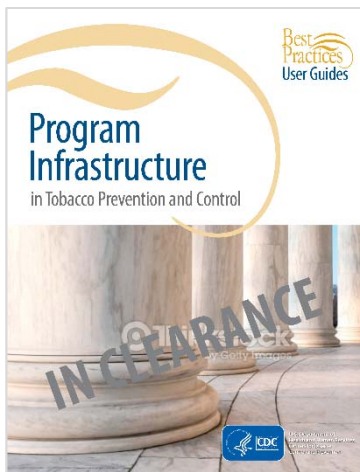


Creating Your Action Plan

Organizational Capacity



Learn about critical skills for tobacco control staff and how to develop a training plan

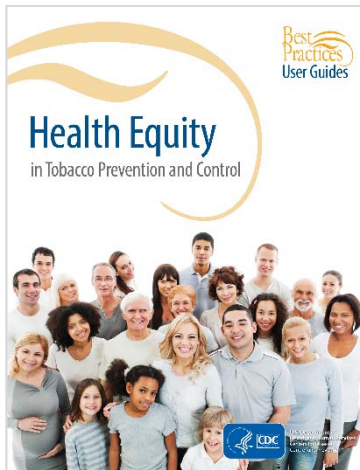


Identify potential leaders and learn ways to develop their leadership skills

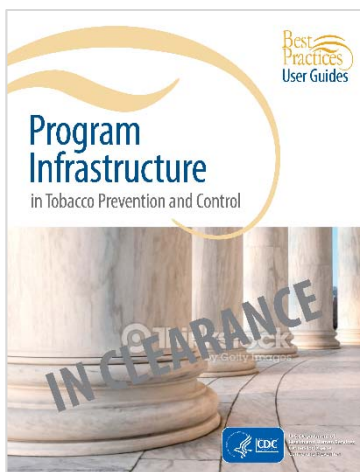


Creating Your Action Plan

Program Evaluation



Learn how to design evaluations to capture effects on specific populations



Develop strategies to share evaluation results and ensure they are used to improve your program



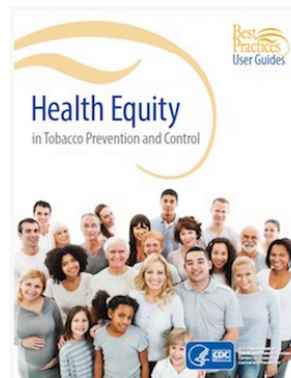
More Information

Smoking & Tobacco Use

Home	
About This Office	+
Quit Smoking	+
Basic Information	+
Tobacco-Related Disparities	+
Data and Statistics	+
State and Community Resources	-
Tobacco Control Programs	+
Best Practices...Tobacco Control Programs	
Best Practices User Guide: Health Equity	
The Community Guide	
FDA Rules and Guidance	+
Global Tobacco Control	+
Multimedia & Tools	+

[Home](#) > [State and Community Resources](#)

Best Practices User Guide: Health Equity



Best Practices User Guide
Health Equity

This user guide focuses on how comprehensive tobacco control programs can work to achieve health equity in tobacco prevention and control. It offers tobacco control program staff and partners information on how to work toward achieving health equity when planning, implementing, and enforcing tobacco control policies.

[Download guide](#) 
[PDF--5.04 MB]

<http://www.cdc.gov/tobacco/stateandcommunity>

Stephanie Andersen
Email: sandersen@wustl.edu



Evidence of Impact: Does it Work?

Measurable Improvement

Program	2013 PSAT Score	2015 PSAT Score
Program A	4.5	5.0
Program B	3.6	4.5
Program C	3.5	3.9
Program D	4.5	4.7
Program E	3.8	4.1



Why Plan Now?





Contact Us

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