



12 SUSTAINABILITY FACTORS

PERCEIVED VALUE

MONITORING
AND FEEDBACK

LEADERSHIP

STAFF

SHARED MODELS

ORGANIZATIONAL
INFRASTRUCTURE

ORGANIZATIONAL FIT

COMMUNITY FIT

PARTNERS

SPREAD

FUNDING

GOVERNMENT POLICIES

APPENDIX J

SUSTAINABILITY: HOW FACTORS WORK

Multiple subcategories

Your grantees can assess and plan for sustainability both generally and specifically. For example, they can generally assess how strong they think *Leadership* is in regards to sustaining the improved outcome. Or they could focus more specifically and assess subcategories of leadership. *Leadership* subcategories could include executives, managers, or champions. As another example, they could plan general activities for *Monitoring and Feedback* to sustain the improved outcome. Or they could focus more specifically and plan *Monitoring and Feedback* activities directed at a community, clients, staff, or other funders. You can see examples of different subcategories for each factor in the *Sustainability Factors: Subcategories* sheet in Appendix C.

Factors strengthen factors

Grantees also can strengthen factors by using other factors. As examples, they can frequently increase *Perceived Value* by providing ongoing feedback about the positive outcomes achieved (i.e., *Monitoring and Feedback*). They can increase the continuous support of *Staff* by putting *Organizational Infrastructures* in place that are easy to use by them, such as a one-step referral system. Therefore, when thinking about how to strengthen a sustainability factor, grantees should consider how the factors can work together.

The 12 sustainability factors are described in detail in the next appendix. Each factor has a definition, a suggestion on how to use the factor to influence the sustainability of improved outcomes, and an example of how that suggestion might be implemented.



APPENDIX K

12 SUSTAINABILITY FACTORS

DETAILED DESCRIPTION

FACTOR: **PERCEIVED VALUE**

DEFINITION: Acknowledged value by those affected by the new ways of working and improved outcomes.

HOW TO USE THE FACTOR TO INFLUENCE SUSTAINABILITY: Conduct specific activities to increase your target stakeholders' perception of the value of your work and its outcomes.

EXAMPLES: Give regular feedback on your improved outcomes to key stakeholders; present data at meetings with leadership.

FACTOR: **MONITORING AND FEEDBACK**

DEFINITION: Information on improved outcomes is collected and communicated to target audiences.

HOW TO USE THE FACTOR TO INFLUENCE SUSTAINABILITY: Track and communicate your improved outcomes to your target audiences on a regular basis and in easy-to-understand formats.

EXAMPLES: Host quarterly information-gathering calls to monitor project outcomes; display charts and graphs of improved outcomes in locations within an organization where target audiences will see them.

FACTOR: **LEADERSHIP**

DEFINITION: The degree to which leaders, including decision-makers and champions, are *actively* engaged in the implementation stage and beyond

HOW TO USE THE FACTOR TO INFLUENCE SUSTAINABILITY: Ensure that leadership is involved in program development and activities

EXAMPLES: Have leaders present updates on improved outcomes at regular management meetings; invite leaders to participate in planning meetings.



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DETAILED DESCRIPTION

FACTOR: **STAFF**

DEFINITION: Staff have the skills, confidence, and interest in continuing the new ways of working and improved outcomes.

HOW TO USE THE FACTOR TO INFLUENCE SUSTAINABILITY: Provide staff trainings, technical assistance, and feedback on the success of the program.

EXAMPLES: Train staff on a new referral system and provide updates on its impact on patients; staff experience a new curriculum as more effective in achieving better outcomes.

FACTOR: **SHARED MODELS**

DEFINITION: Continued use of a shared model among those involved in the new ways of working.

HOW TO USE THE FACTOR TO INFLUENCE SUSTAINABILITY: Use a commonly accepted model to plan, implement, and evaluate program progress.

EXAMPLES: Use the Chronic Care Model at planning meetings to determine gaps in implementation; use the 40 Developmental Assets model to coordinate staff activities.

FACTOR: **ORGANIZATIONAL INFRASTRUCTURE**

DEFINITION: Degree to which organizational operations support the new ways of working and improved outcomes.

HOW TO USE THE FACTOR TO INFLUENCE SUSTAINABILITY: Embed changes to the organization that are difficult to get rid of.

EXAMPLES: Revise job descriptions to include new job roles; allocate resources to new ways of working.



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DETAILED DESCRIPTION

FACTOR: **ORGANIZATIONAL FIT**

DEFINITION: Degree to which the new ways of working and improved outcomes match the organization's overall goal and operations.

HOW TO USE THE FACTOR TO INFLUENCE SUSTAINABILITY: Ensure that staff and administrators view the new ways of working as a important part of the organization's identity and operations.

EXAMPLES: Incorporate the new ways of working into the organization's strategic plan; train staff on the purpose and importance of new ways of working.

FACTOR: **COMMUNITY FIT**

DEFINITION: Degree to which the new ways of working and improved outcomes match the communities' interests, needs, and abilities.

HOW TO USE THE FACTOR TO INFLUENCE SUSTAINABILITY: Ensure that community members and/or organizations view the new ways of working as helpful and important to their communities.

EXAMPLES: Provide health screenings at locations accessible to community members and available at convenient times.

FACTOR: **PARTNERS**

DEFINITION: Involvement of partners who actively support new ways of working and improved outcomes.

HOW TO USE THE FACTOR TO INFLUENCE SUSTAINABILITY: Ensure that partners have an active role in both decision-making and the provision of resources.

EXAMPLES: Develop agreements with partners to continue to contribute staff or resources after the implementation phase.



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12 SUSTAINABILITY FACTORS

DETAILED DESCRIPTION

FACTOR: **SPREAD**

DEFINITION: Expansion of new ways of working and improved outcomes to additional locations.

HOW TO USE THE FACTOR TO INFLUENCE SUSTAINABILITY: Ensure that multiple locations incorporate the new ways of working.

EXAMPLES: Expand a new protocol for conducting foot exams for patients with diabetes from one community health center site to other sites.

FACTOR: **FUNDING**

DEFINITION: Funding beyond original project period.

HOW TO USE THE FACTOR TO INFLUENCE SUSTAINABILITY: Obtain additional funding to assist with the continued implementation of new ways of working.

EXAMPLES: Obtain second-year grant funding for school-based asthma education because it was effective and well received in the first year of implementation.

FACTOR: **GOVERNMENT POLICIES**

DEFINITION: Degree to which new ways of working and improved outcomes are supported by government policies.

HOW TO USE THE FACTOR TO INFLUENCE SUSTAINABILITY: Policies are enacted that make it easier to conduct new ways of working.

EXAMPLES: Secure reimbursement for providers to conduct smoking cessation with specific populations.