

# Sustainability Assessment and Planning

## Part 1:

### Understanding the Program

### Sustainability Assessment Tool

*Presented by MayaTech  
In conjunction with  
Kim Prewitt &  
Sarah Dexter, MSW*

# Sustainability Assessment and Planning

## Part 1:

### Understanding the Program

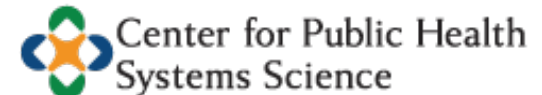
### Sustainability Assessment Tool



Kim Prewitt  
Project Coordinator



Sarah Dexter, MSW  
Senior Research  
Assistant



GEORGE WARREN BROWN  
SCHOOL OF SOCIAL WORK

# The Sustainability Process

Understand → Assess → Plan




**Program Sustainability Assessment Tool**

The name of the program being assessed is: "Sample Program"

The organization in which this program is housed is: "Sample Program"

**Strategic Planning**

To little or no extent | To a very great extent

Statement	1	2	3	4	5
The program plans for future resource needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The program has a long-term financial plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The program has a sustainability plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The program goals are understood by all stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The program clearly outlines roles and responsibilities for all stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Buttons: Back, Save and Continue Later, Submit and View Results

Sustainability Domain 1: Partnerships				
<b>Sustainability Objective:</b> Increase the number of community gardens from 3-4 (and ensure gardens are continuously maintained) by establishing three new strategic community partnerships by Dec. 30, 2015.				
<b>Steps to achieve objective:</b> [Be very specific and include important sub-steps. Anyone should be able to pick up this document and understand what needs to happen in order to reach your objective.]	<b>Who will do the work?</b> [For every task, there needs to be a responsible party/parties. Who will ultimately ensure the work gets finished?]	<b>What does success look like?</b> [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?]	<b>What non-financial resources are needed for this step? Where will they come from?</b>	<b>Due date</b> [In the appropriate quarter, enter a specific date by which the activity must be completed.]
<b>Step 1.</b> 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		Feb. 30, 2015
<b>Step 2.</b> 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	Best practices guide for creating talking points	Apr. 15, 2015
<b>Step 3.</b> Assign someone to reach out to each potential partner.	Program manager	Staff person assigned to each potential partner created	None	May 15, 2015
<b>Step 4.</b> Schedule partner meetings.	Person assigned to reach out to each partner	All meetings scheduled	None	June 15, 2015
<b>Step 5.</b> Hold potential partner meetings.	Person assigned to communicate with each potential partner	All meetings held	Transportation to meetings	Oct. 15, 2015
<b>Step 6.</b> Establish partnership agreement with each organization/corporation/agency that is interested in partnering on the project.	Person assigned to communicate with each potential 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. 30, 2015



## Goals for Today

- **Explore** the components of program sustainability capacity
- **Learn** how to use Program Sustainability Assessment Tool
- **Preview** the Program Sustainability Action Planning



## Define: Program

“Program” can be..

- Set of programs
- One single program
- Set of activities within a program (but not the whole program)



# What is Sustainability?

## Sustainability

The ability to maintain programming & its benefits over time



# Our Background

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

CREDIT: AP PHOTO/BRENNAN LINSLEY

An unidentified Colorado high school student smokes a cigarette

Share 24 Tweet 61

Last year, the American Lung Association urged U.S. government officials to take the steps necessary to reduce smoking rates to less than 10 percent by 2024, protect all Americans from secondhand smoke by 2019, and end smoking-related deaths. A [recent report](#) by the organization, however, shows that states have made little to no progress in meeting those goals, even with billions of dollars at their disposal.

Researchers found that tobacco cessation funding in most states didn't reach levels recommended by the Centers for Disease Control and Prevention (CDC). While Alaska and North Dakota followed the CDC's suggestions, more than 40 states and the District of Columbia spent less than half of what the agency advised, according to the American Lung Association's [State of Tobacco Control Report](#). At the time of the report's release, only Indiana and Massachusetts provided a smoking cessation benefit to Medicaid enrollees. Similar programs in several states have yet to get off the ground.

cleveland.com

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

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

Associated Press file

Oct 3-18 PARADE OF HORRORS

Show now at Amazon.com

Hospital News

Cleveland Clinic

NEWS NOW Gov. Cuomo touts NY's alcohol industry, vows more help ... Spanish Colonial horses v

## 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 ...



# It's more than just money





# The Program Sustainability Framework

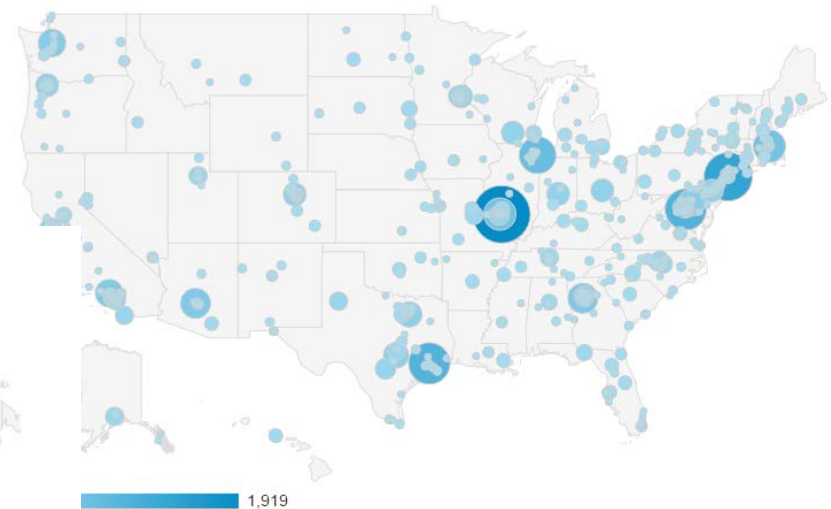
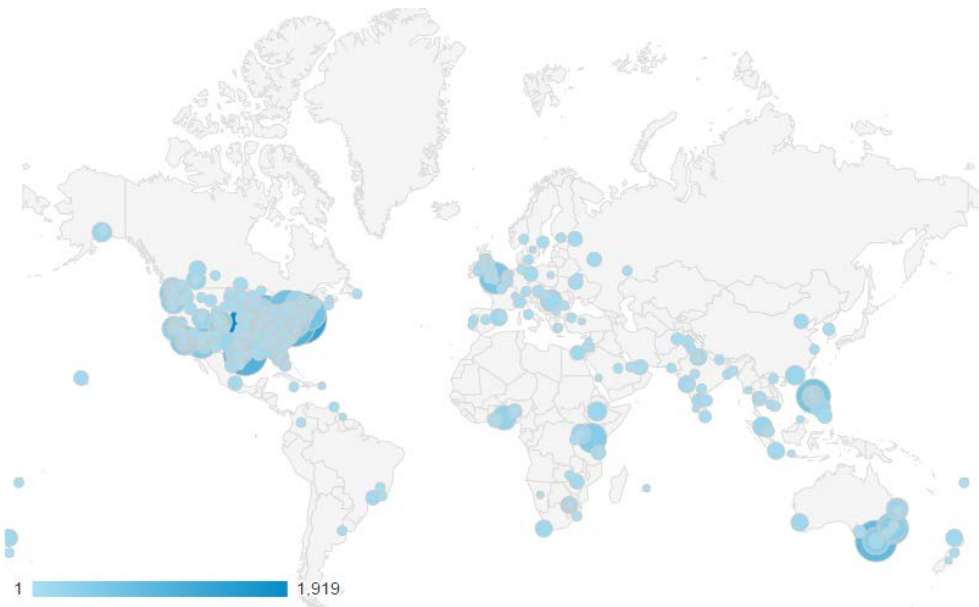


[Schell, SF, Luke, DA, Schooley, MW, Elliott, MB, Herbers, SH, Mueller, NB, and Bungler, AC. \(2013\). Public health program capacity for sustainability: A new framework. \*Implementation Science\*, 8\(15\).](#)



# Sustaintool.org by the Numbers

PSAT completed 3500 +  
times on sustaintool.org



Public Health – 45 %  
Social Services – 20 %  
Clinical Care – 12 %  
Other – 23 %

# Program Sustainability Framework



# 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



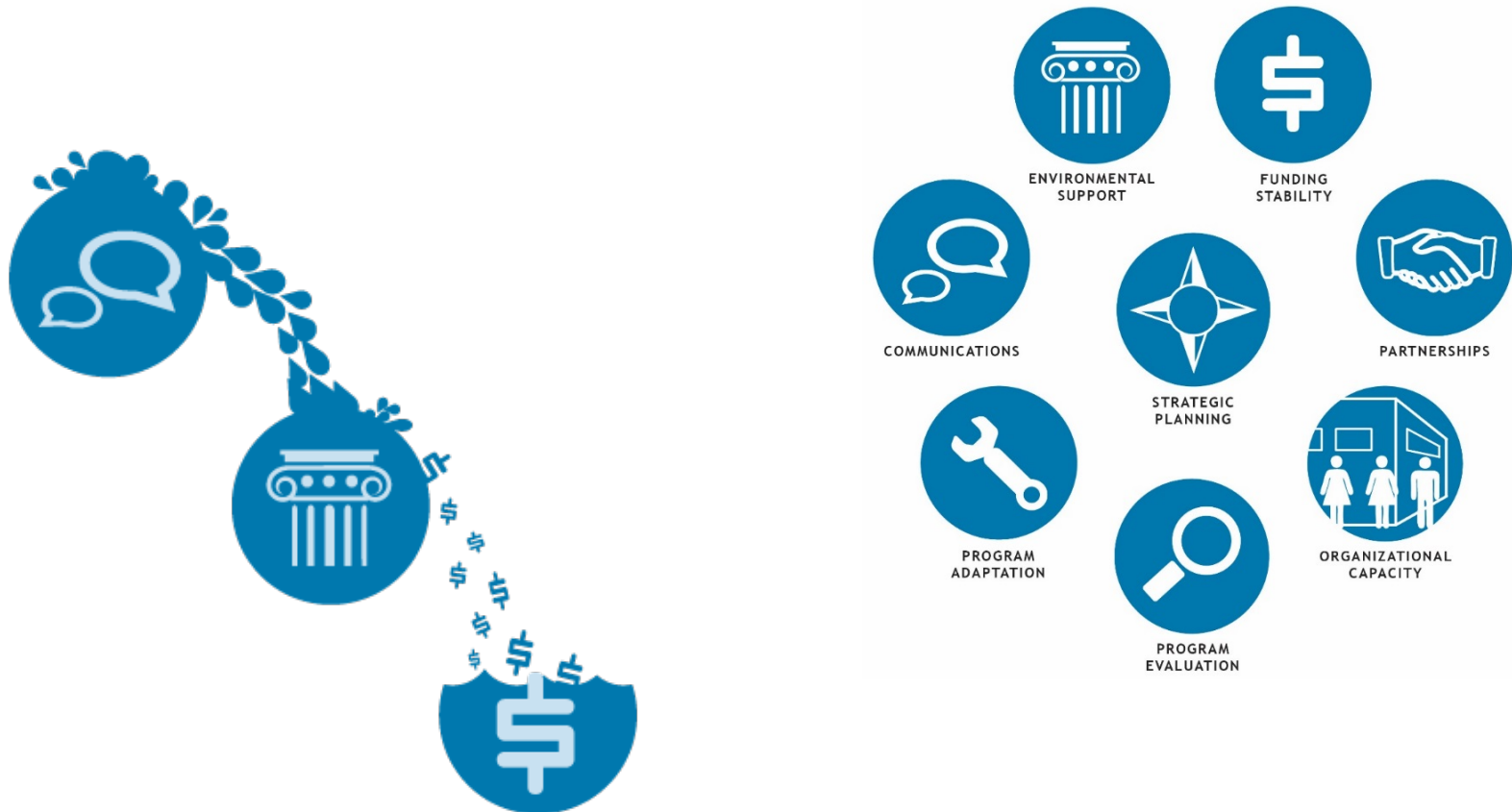
Strategic communication with stakeholders and the public about your program

# Strategic Planning

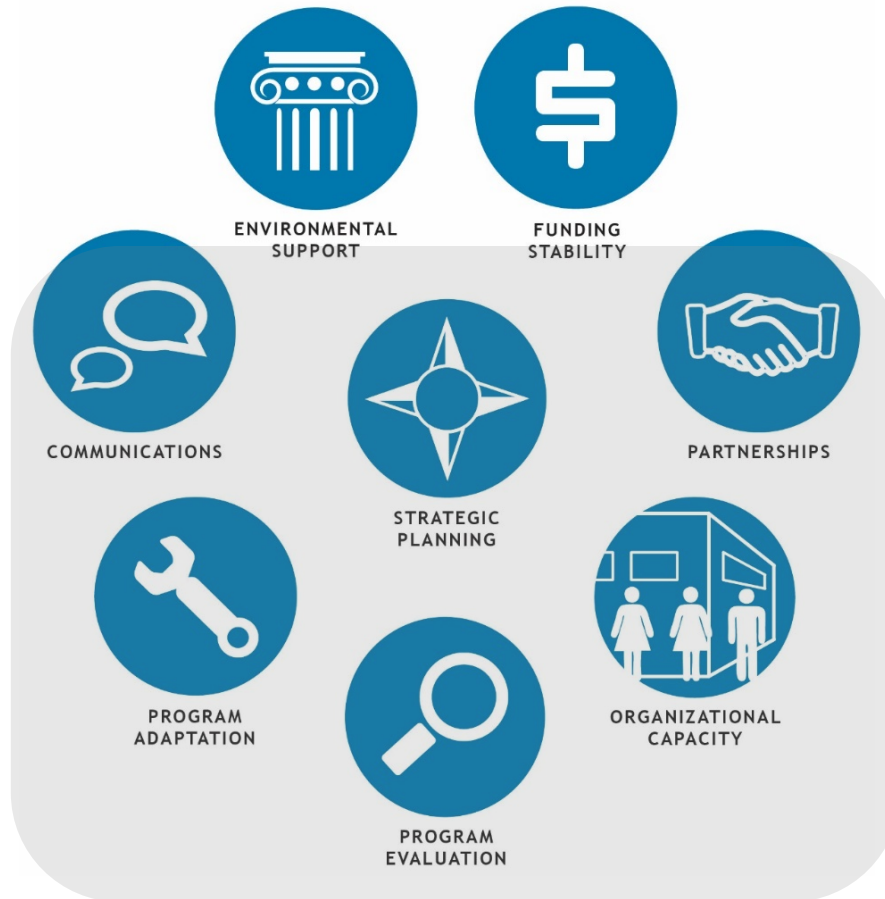


Using processes that guide your program's directions, goals, and strategies

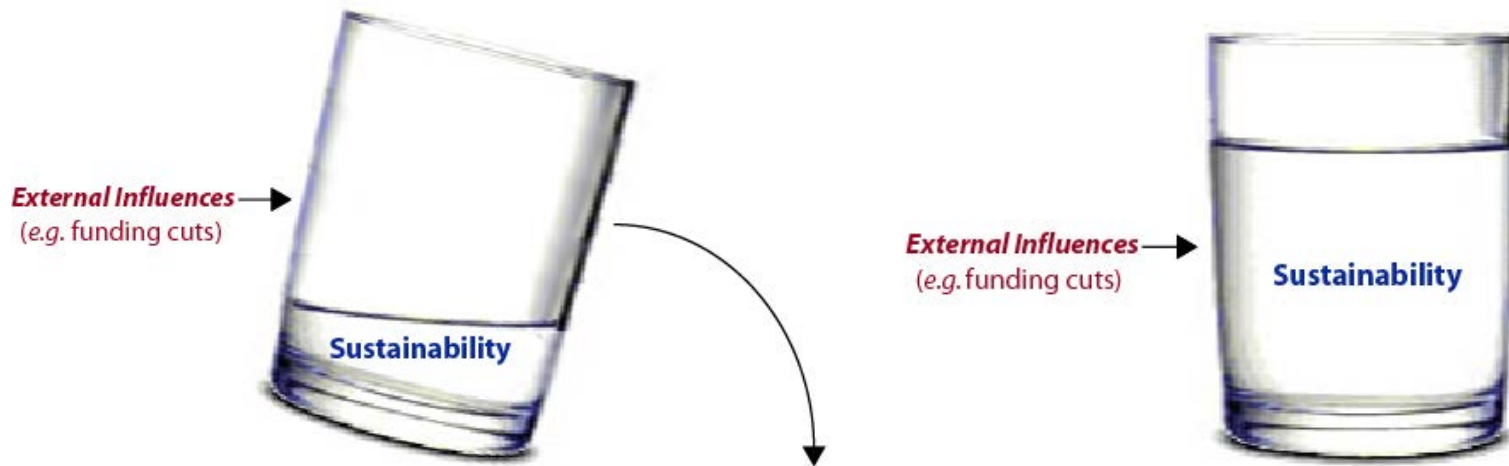
# Domain Connectivity



# Focus on what you can change

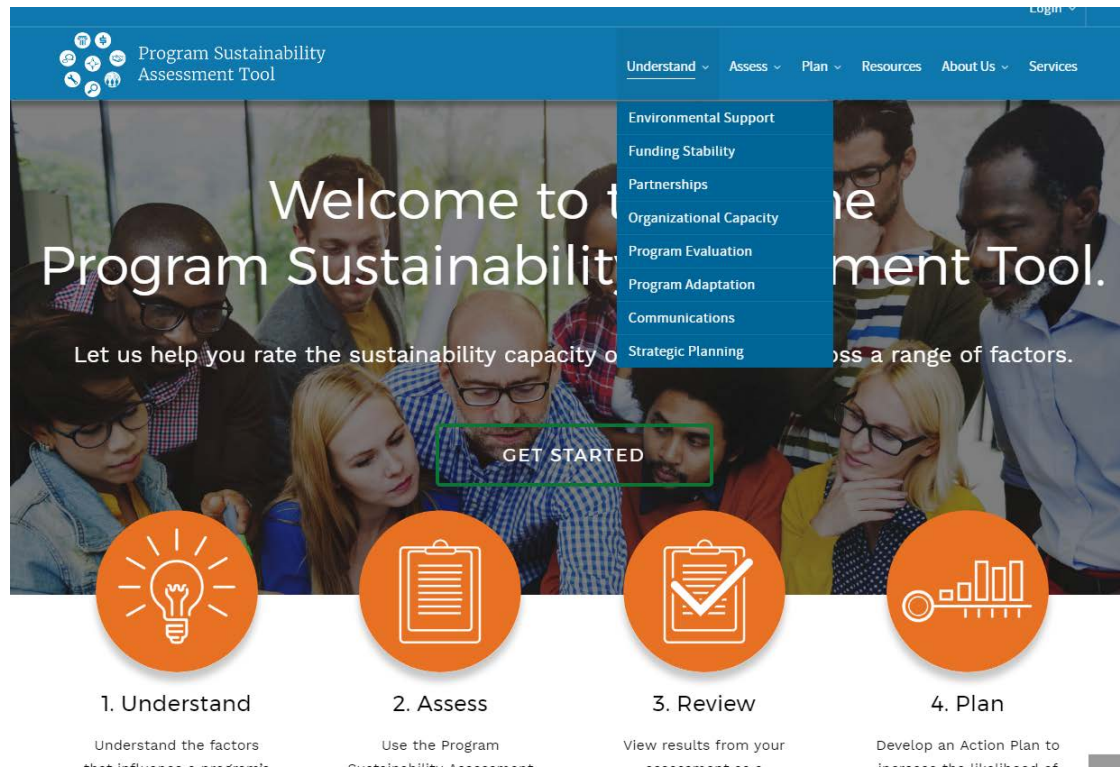


# Capacity for Sustainability



# Program Sustainability Assessment Tool (P.S.A.T.)

## [Sustaintool.org/understand](https://sustaintool.org/understand)



The screenshot shows the homepage of the Program Sustainability Assessment Tool (P.S.A.T.). The header includes the tool's name and a navigation menu with options: Understand, Assess, Plan, Resources, About Us, and Services. A dropdown menu is open under 'Understand', listing categories such as Environmental Support, Funding Stability, Partnerships, Organizational Capacity, Program Evaluation, Program Adaptation, Communications, and Strategic Planning. The main content area features a large image of a diverse group of people in a meeting, with the text 'Welcome to the Program Sustainability Assessment Tool.' and 'Let us help you rate the sustainability capacity of your program across a range of factors.' A prominent 'GET STARTED' button is highlighted with a green box. Below the main image, four orange circular icons represent the tool's four-step process: 1. Understand (lightbulb icon), 2. Assess (clipboard icon), 3. Review (clipboard with checkmark icon), and 4. Plan (bar chart icon). Each step is accompanied by a brief description of what users will do in that phase.

Program Sustainability Assessment Tool

Understand Assess Plan Resources About Us Services

Environmental Support  
Funding Stability  
Partnerships  
Organizational Capacity  
Program Evaluation  
Program Adaptation  
Communications  
Strategic Planning

Welcome to the Program Sustainability Assessment Tool.

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

GET STARTED

- 1. Understand**  
Understand the factors that influence your organization's sustainability.
- 2. Assess**  
Use the Program Sustainability Assessment Tool to evaluate your organization's sustainability capacity.
- 3. Review**  
View results from your assessment and identify areas for improvement.
- 4. Plan**  
Develop an Action Plan to address the identified areas of weakness.

# Program Sustainability Assessment Tool

## Sustaintool.org

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





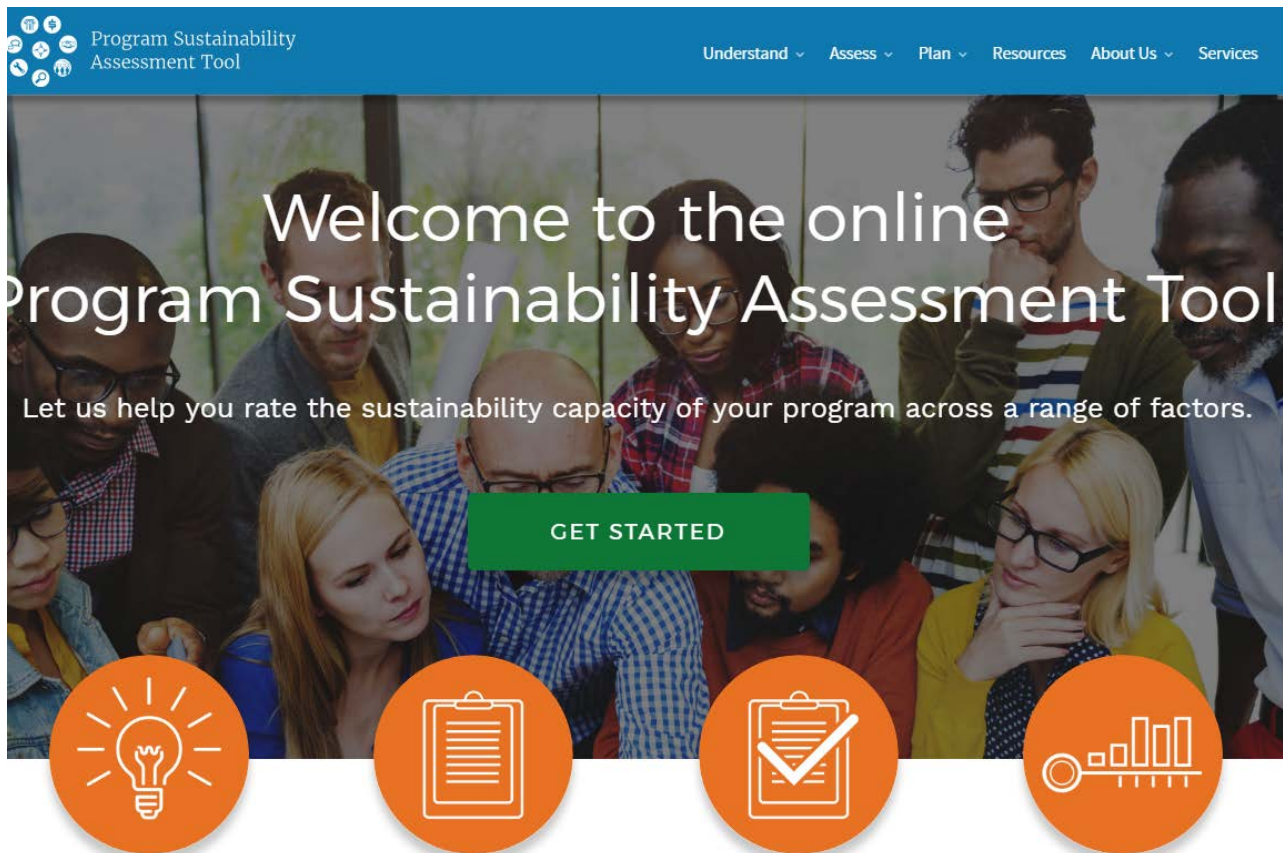
## Before the PSAT: Terms to Remember

In the assessment:

- “program” = The program you have been invited to assess & defined by your sustainability group
- “staff” = The staff and volunteers who work on that specific program



# Start your assessment!



Program Sustainability Assessment Tool

Understand ▾ Assess ▾ Plan ▾ Resources About Us ▾ Services

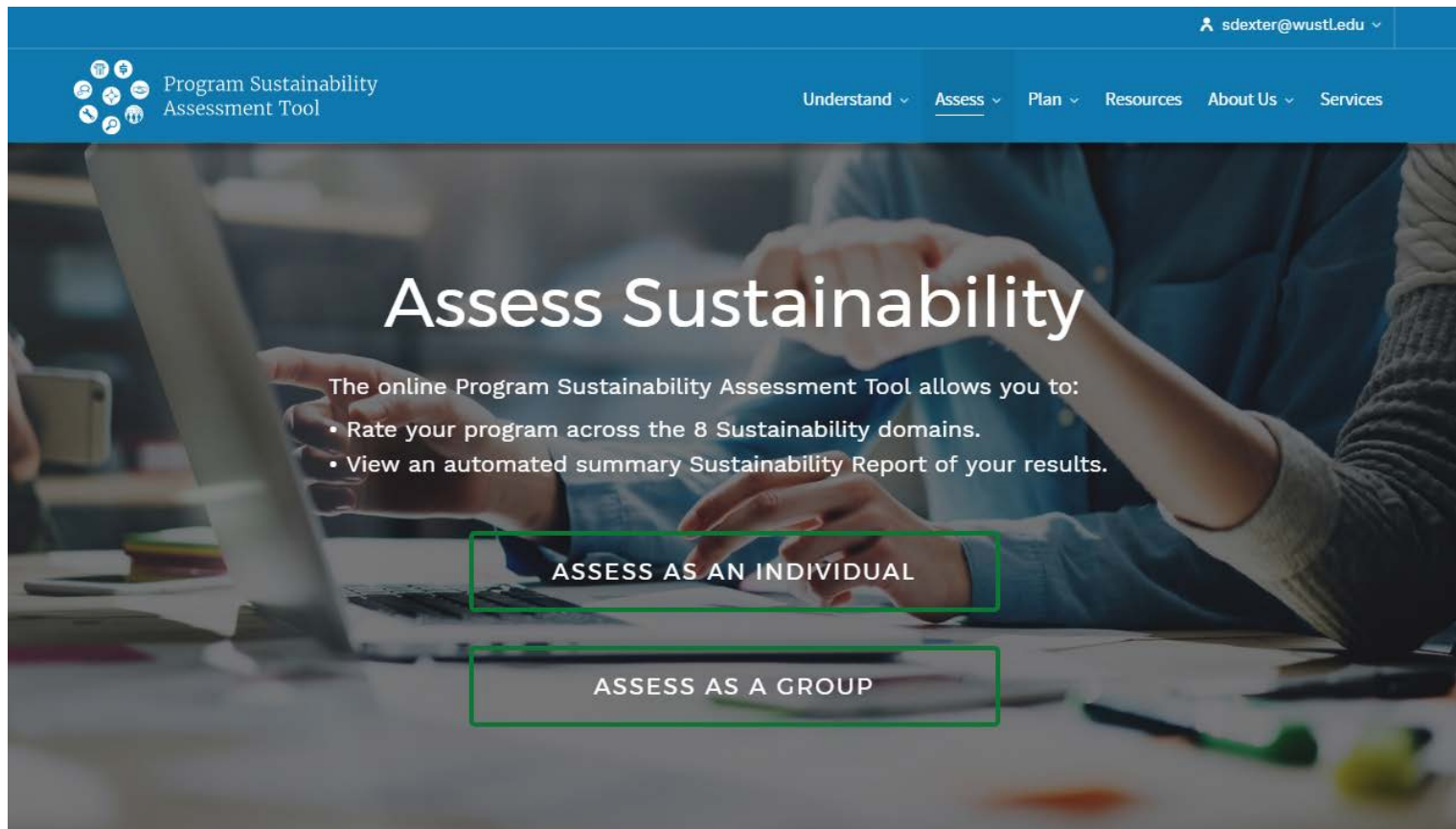
## Welcome to the online Program Sustainability Assessment Tool.

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

[GET STARTED](#)

Lightbulb icon, Clipboard icon, Checklist icon, Bar chart icon

# Set Up Your Assessment



The screenshot shows the homepage of the Program Sustainability Assessment Tool. The header is blue and contains the logo on the left, the title "Program Sustainability Assessment Tool", and navigation links: "Understand", "Assess", "Plan", "Resources", "About Us", and "Services". The main content area features a large image of people working at a computer. Overlaid on this image is the heading "Assess Sustainability" and a list of features. Two green-bordered buttons are positioned at the bottom of the main content area.

sdexter@wustL.edu

Program Sustainability Assessment Tool

Understand ▾ Assess ▾ Plan ▾ Resources About Us ▾ Services

## Assess Sustainability

The online Program Sustainability Assessment Tool allows you to:

- Rate your program across the 8 Sustainability domains.
- View an automated summary Sustainability Report of your results.

ASSESS AS AN INDIVIDUAL

ASSESS AS A GROUP



# Group assessment

Each person will receive an individual email with a unique link to take the Program Sustainability Assessment Tool for your program. People will not have to create an account. The link will send them directly to the PSAT for your program.

## Customize your message

### Subject

Please participate in the Assessment of Test.

### Body

Hello!

You are invited to assess the sustainability of Test using the Program Sustainability Assessment Tool. The results of this assessment will provide you with important information about the sustainability capacity of Test.

Once you complete the assessment, you will be able to view an immediate summary of your responses as a Sustainability Report. Later, your responses will be combined with responses from other program staff and stakeholders into a single summary Sustainability Report. This summary report can then be used to guide our sustainability planning. Your individual responses will remain anonymous.

The assessment should take approximately 10- 15 minutes to complete. Please follow the instructions below to complete your assessment.


Thank you.

The Test team

- Remember to give your participants a deadline to complete the PSAT
- Remember to say who this email is from



# Sustaintool.org: Begin Assessment

Program Sustainability  
Assessment Tool

[Understand](#) [Assess](#) [Plan](#) [Resources](#) [About Us](#) [Services](#)

**Progress**

● ● ● ● ● ● ● ● ● ●

## Overview

**What is the purpose of this assessment?**

The Program Sustainability Assessment Tool will enable you to assess **Sample Assessment's** current capacity for sustainability across a range of specific organizational and contextual components. Your responses will identify sustainability strengths and challenges. You can then use results to guide sustainability action planning for your program.

**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 effective programs shut their doors, hard won improvements in public health, clinical care, or social service outcomes are lost. To maintain these benefits to society, stakeholders must understand all of the factors that contribute to program sustainability. Knowledge of these critical components, stakeholders can build program capacity for sustainability and position their efforts for long term success.

In the following questions, you will rate **Sample Assessment** 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, select the number that best indicates the extent to which **Sample Assessment** has or does the following things.

[SAVE AND CONTINUE LATER](#) [NEXT](#)













# Sustaintool.org: Assess

**Progress**



## Environmental Support

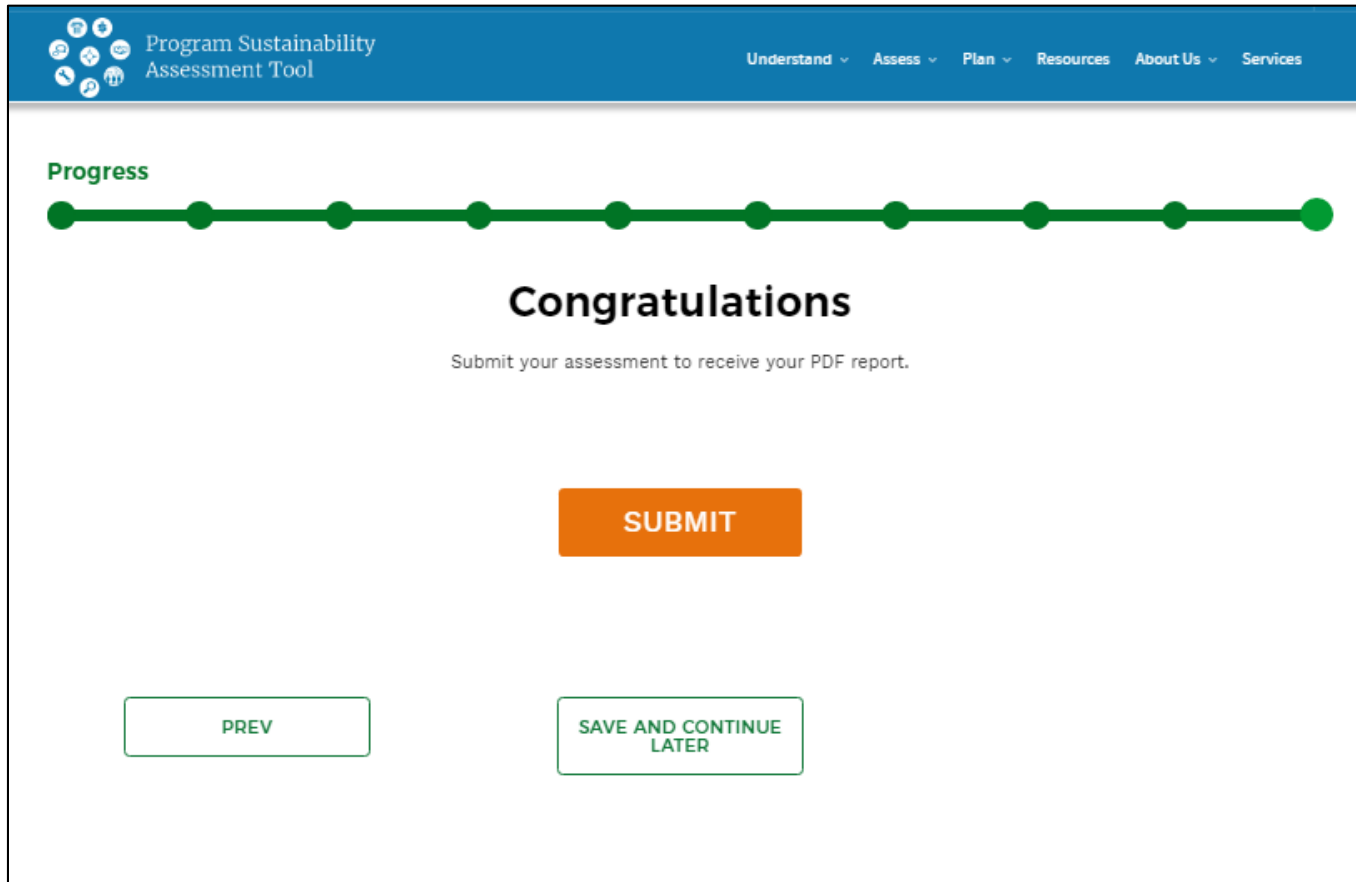
Internal and external environments that support Sample Assessment

	LESS EXTENT	MORE EXTENT	
Champions exist who strongly support the program.			NA
	Some Extent		
The program has strong champions with the ability to garner resources.			NA
	Some Extent		
The program has leadership support from within the larger organization.			NA
	Greater Extent		
The program has leadership support from outside of the organization.			NA
	Some Extent		
The program has strong public support.			NA
	Some Extent		

PREV      SAVE AND CONTINUE LATER      NEXT



# Sustaintool.org: Submit



The screenshot shows the 'Program Sustainability Assessment Tool' interface. At the top, there is a blue navigation bar with the title 'Program Sustainability Assessment Tool' and a menu with options: 'Understand', 'Assess', 'Plan', 'Resources', 'About Us', and 'Services'. Below the navigation bar, a green progress bar with 10 dots indicates the current step. The main content area features the heading 'Congratulations' and the text 'Submit your assessment to receive your PDF report.' There are three buttons: a large orange 'SUBMIT' button, a light green 'PREV' button, and a light green 'SAVE AND CONTINUE LATER' button.



# Sustaintool.org: View Results

## Sustainability Profile

[DOWNLOAD PDF](#)

Many factors affect a program's ability to continue providing services and producing benefits over time. For example, funding, quality evaluation, infrastructure, strong partnerships, and clear communication all have a role to play in supporting program sustainability. 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 report summarizes the current sustainability capacity for your program. Results are based on your program's responses to the Program Sustainability Assessment Tool. 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.

<b>Overall Capacity for sustainability</b>	4.3
Environmental Support	4.4
Funding Stability	2.4
Partnerships	5.0
Organizational Capacity	NA
Program Evaluation	5.6
Program Adaptation	3.0
Communications	5.2
Strategic Planning	4.4

### 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.





# Sustaintool.org: Results E-mail

**Your sustainability profile results.**

Program Sustainability Assessment Tool <admin@sustaintool.org>

Sent: Thu 12/18/2014 2:49 PM

To:  Hastings, Molly

Thank you for taking the Program Sustainability Assessment Tool. We hope you will use these results to engage in sustainability action planning for your program. You may click the link below to view or download a PDF of your sustainability profile results.

<https://sustaintool.org/node/3513/sustainability.pdf>

Thanks for participating.  
The CPHSS Team



# Sustaintool.org: Results PDF

Sustainability Report
INDIVIDUAL

Test
Submitted by: **sdexter@wustl.edu**

Date: **June 22, 2017**

Many factors impact a program's ability to continue providing services and producing benefits over time. For example, funding, quality evaluation, infrastructure, strong partnerships, and clear communication all have a role to play in supporting program sustainability. The Program Sustainability Assessment Tool (PSAT) 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 report summarizes the current sustainability capacity for your program. Results are based on your program's responses to the Program Sustainability Assessment Tool. 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.

**Here is your sustainability score: 4.3**

Domain	Domain Score
Environmental Support	4.0
Funding Stability	4.8
Partnerships	4.6
Organizational Capacity	5.4
Program Evaluation	4.2
Program Adaptation	5.2
Communications	4.2
Strategic Planning	4.2

1 program has this to no extent  
7 program has to the full extent  
NA not able to answer

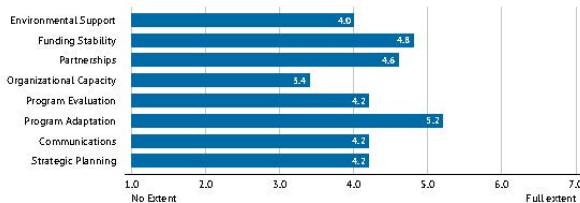
**Interpreting the Results**

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 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.
- 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 your program's sustainability on an ongoing basis to monitor program changes as you strive for an ongoing impact.

**Sustainability Capacity By Domain**



Domain	Score
Environmental Support	4.0
Funding Stability	4.8
Partnerships	4.6
Organizational Capacity	5.4
Program Evaluation	4.2
Program Adaptation	5.2
Communications	4.2
Strategic Planning	4.2

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



## Assessment Results

- Did your results surprise you at all?
- Any domains currently under-emphasized?
- How can you leverage your collective strengths to build on potential areas of need?



## Remember...



Taking the  
assessment is  
by no means  
a test

# Action Planning

Sustainability Domain 1: Partnerships							
Sustainability Objective: Increase the number of community gardens from 3-4 (and ensure gardens are continuously maintained) by establishing <i>three new strategic community partnerships</i> by Dec. 30, 2016.							
Steps to achieve objective: [Be very specific and include important sub-steps. Anyone should be able to pick up this document and understand what needs to happen in order to reach your objective.]	Who will do the work? [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? Where will they come from?	Due date [In the appropriate quarter, enter a specific date by which the activity must be completed.]			
				Q1	Q2	Q3	Q4
<b>Step 1.</b> 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			
<b>Step 2.</b> 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	Best practices guide for creating talking points		Apr. 15, 2015		
<b>Step 3.</b> Assign someone to reach out to each potential partner.	Program manager	Staff person assigned to each potential partner, Staff person affirms that she/he is comfortable with the talking points	None		May 15, 2015		
<b>Step 4.</b> Schedule partner meetings .	Person assigned to reach out to each partner	All meetings scheduled	None		June 15, 2015		
<b>Step 5.</b> Hold potential partner meetings.	Person assigned to communicate with each potential partner	All meetings held	Transportation to meetings				Oct. 15, 2015
<b>Step 6.</b> 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. 30, 2015

# The Process

## Pre-Planning Steps

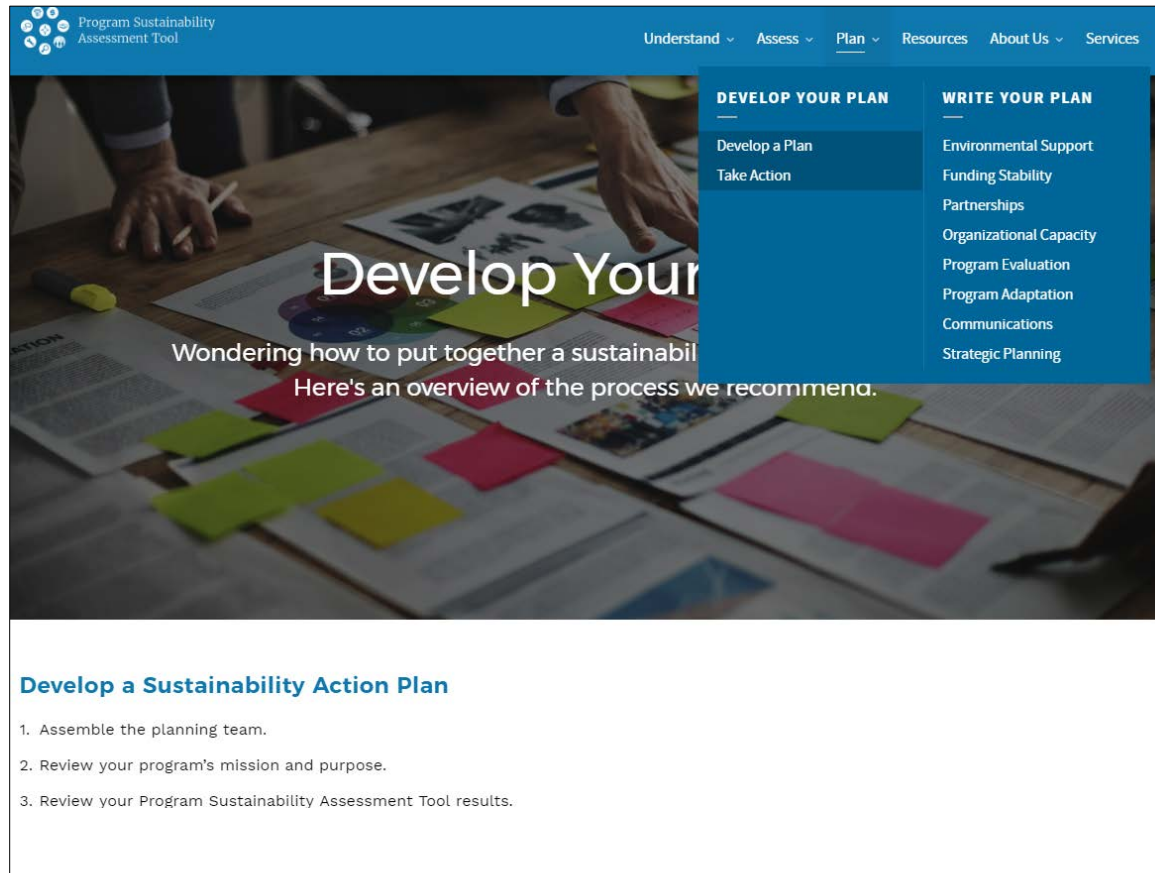
1. Identify your team
2. Target Population
3. Mission and Vision
4. What to Sustain

## Action planning

5. Choose Domain
6. Write an Objective
7. Identify Steps
8. Implement, Monitor and Reassess



# Using your PSAT results: sustaintool.org



Program Sustainability Assessment Tool

Understand ▾ Assess ▾ Plan ▾ Resources About Us ▾ Services

## Develop Your Plan

Wondering how to put together a sustainability plan? Here's an overview of the process we recommend.

- Develop a Plan
- Take Action

### WRITE YOUR PLAN

- Environmental Support
- Funding Stability
- Partnerships
- Organizational Capacity
- Program Evaluation
- Program Adaptation
- Communications
- Strategic Planning

### 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.



## **WE NEED YOU!**

Participate as Health Center co-presenter.

Contact:

Victor Ramirez,

P4C HIV TAC Collaborative Training Coordinator

[vramirez@mayatech.com](mailto:vramirez@mayatech.com)



## Thank you for participating in this Webinar.

We hope that you are able to find the information provided useful as you continue your P4C project. We ask that you take a few moments to complete the feedback survey you will receive when you close out of this webinar.

If you have any additional questions, please email us:

[P4CHIVTAC@mayatech.com](mailto:P4CHIVTAC@mayatech.com)