



Don't Leave Your Change to Chance: Sustaining Your Gains

UCLA Mentored Internship Program (MIP)

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Indigenous Land Acknowledgement

- We respectfully acknowledge that we live and work in territories where indigenous nations and tribal groups are traditional stewards of the land. Our California office resides in Tongva territory.
- Please join us in supporting efforts to affirm tribal sovereignty across what is now known as California and in displaying respect, honor, and gratitude for all indigenous people.

Whose land are you on?

Option 1: Text your ZIP code to 1-907-312-5085

Option 2: Enter your location at <https://native-land.ca>

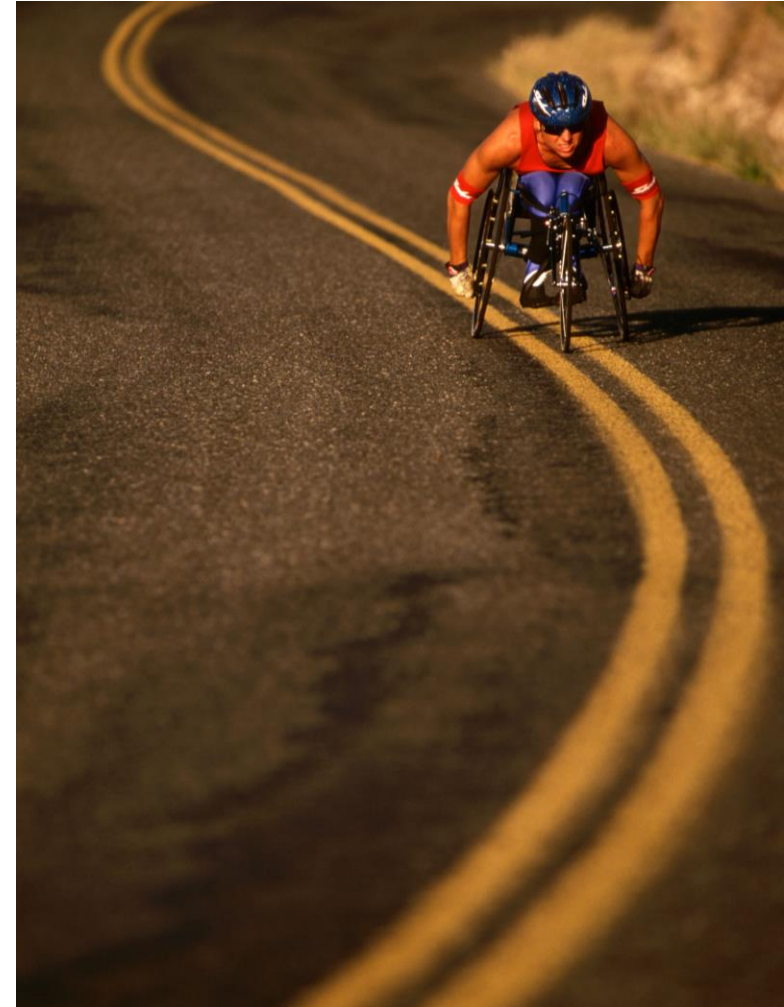
Option 3: Access Native Land website via QR Code



Definitions: Sustainability

Sustainability is the continuation of a program and the delivery of the intended benefits over an extended period of time.

(Shediac-Rizkallah & Bone, 1998)



Definitions: Sustainability

The indicators that something is sustained include

- ***Maintenance***, or the ability to continuously deliver the benefits achieved when the intervention was first implemented;
- ***Institutionalization***, or the integration of the innovation within the organizational culture through policy and practice; and
- ***Capacity-building activities*** that build the infrastructure and long-term resources that will support the continued delivery of the program.

(Rabin et al., 2008)

Values and Beliefs



“Activities become routine when they reflect the collective values and beliefs of members.”

(Capoccia, et al., 2007; Pluye, et al., 2004)

Values and Beliefs

“We have a responsibility to our program recipients; they’ve had so many losses in their lives and for us to come in for a year or two or three and give them hope, only to have the program go away, we’ve just caused another loss and a further loss of hope in their lives.”

(Akerlund, 2000)



The Evidence: Prevention Sustainment Measurement System Scale: 35 Items

Palinkas et al., 2020

- Sustainment Indicators
- Funding and Financial Support
- Responsiveness to Community Needs
- Responsiveness to Community Values
- Coalitions Partnerships, and Networks
- Infrastructure and Capacity to Support Sustainment
- Implementation Leadership
- Evaluation, Feedback and Evidence of Positive Outcomes

The Program Sustainability Assessment Tool

Eight categories, five questions each:

1. Environmental Support: champions, leadership
2. Funding Stability: stability and flexibility
3. Partnerships: community collaboration and engagement
4. Organizational Capacity: integrated in operations, systems, resources, staffing

(Washington University in St. Louis, 2013)

The Program Sustainability Assessment Tool

5. Program Evaluation: evaluating and disseminating results
6. Program Adaptation: adapting to evidence base, changes in environment
7. Communications: marketing, community awareness
8. Strategic Planning: plans, clear roles and responsibilities

(Washington University in St. Louis, 2013)

Environmental Support and Funding Stability

On a scale of 1 (to little or no extent) to 7 (to a very great extent), or NA

1. Champions exist who strongly support the program.
 2. The program has strong champions with the ability to garner resources.
 3. The program has leadership support from within the larger organization.
 4. The program has leadership support from outside of the organization.
 5. The program has strong public support.
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1. The program exists in a supportive state economic climate.
 2. The program implements policies to help ensure sustained funding.
 3. The program is funded through a variety of sources.
 4. The program has a combination of stable and flexible funding.
 5. The program has sustained funding.

(Washington University in St. Louis, 2013)

Partnerships and Organizational Capacity

1. Diverse community organizations are invested in the success of the program.
 2. The program communicates with community leaders.
 3. Community leaders are involved with the program.
 4. Community members are passionately committed to the program.
 5. The community is engaged in the development of program goals.
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1. The program is well integrated into the operations of the organization.
 2. Organizational systems are in place to support the various program needs.
 3. Leadership effectively articulates the vision of the program to external partners.
 4. Leadership efficiently manages staff and other resources.
 5. The program has adequate staff to complete the program's goals.

(Washington University in St. Louis, 2013)

Program Evaluation and Program Adaptation

1. The program has the capacity for quality program evaluation.
 2. The program reports short term and intermediate outcomes.
 3. Evaluation results inform program planning and implementation.
 4. Program evaluation results are used to demonstrate successes to funders and other key stakeholders.
 5. The program provides strong evidence to the public that the program works.
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1. The program periodically reviews the evidence base.
 2. The program adapts strategies as needed.
 3. The program adapts to new science.
 4. The program proactively adapts to changes in the environment.
 5. The program makes decisions about which components are ineffective and should not continue.

(Washington University in St. Louis, 2013)

Communications and Strategic Planning

1. The program has communication strategies to secure and maintain public support.
 2. Program staff communicate the need for the program to the public.
 3. The program is marketed in a way that generates interest.
 4. The program increases community awareness of the issue.
 5. The program demonstrates its value to the public.
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1. The program plans for future resource needs.
 2. The program has a long-term financial plan.
 3. The program has a sustainability plan.
 4. The program's goals are understood by all stakeholders.
 5. The program clearly outlines roles and responsibilities for all stakeholders.

(Washington University in St. Louis, 2013)

Case Example: Vermont Hub and Spoke

Barriers and Facilitators

Brooklyn & Sigmon, 2017

1. Staff shortages, particularly among nurses and clinicians (Organizational Capacity)
2. Difficulty ensuring accurate data collection across a network of treatment sites (Program Evaluation)
3. Few buprenorphine prescribers and low prescribing by buprenorphine prescribers (Organizational Capacity)
4. Assessment of patients' treatment needs created for determining level of care (Partnerships, Communications)
5. Hub medical directors took on role of mentors and went into the communities (Environmental Support, Partnerships, Communications)
6. Relationships, relationships, relationships (Environmental Support, Partnerships, Communications)
7. Bundled payments (Funding Stability)

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.
6. Write a Sustainability Action Plan with action steps.

(Washington University in St. Louis, n.d.)



Sustainability Action Plan

Goal	Person Responsible	Time-frame	Strategy	Measure	Action	Relevant Resources\ Notes

Sustainability Action Plan



1. How will you assess if the innovation is reaching the intended patient population?
2. How will you assess whether the innovation is continuing to deliver benefits to patients?
3. How will you assess whether the components of the original innovation continue?

(Ritchie et al., 2017)

Sustainability Action Plan



4. What is your plan to ensure that partnerships among stakeholders are maintained to continue to deliver the innovation?
5. How will you ensure that new practices, procedures, and policies (infrastructure) established during the implementation are maintained?
6. How will you ensure that the innovation continues to be the “way we do things” here?

(Ritchie et al., 2017)

Summary

- Use tested tools to assess the sustainability of your program/organization.
- Identify barriers and facilitators.
- Develop a Sustainability Action Plan that will outline action items.
- Identify and use techniques to get back on track.
- Revisit your Sustainability Action Plan periodically and routinely.

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Upcoming Events and Important Reminders

April MIP Events:		
Mentor Open Office Hours	4/13/23	12–1 p.m.
Intern Open Office Hours	4/13/23	2–3 p.m.
Lunch & Learn—Grant Writing	4/18/23	12–1 p.m.
Continuing the Conversation—Grant Writing	4/19/23	1–2 p.m.