

Building Sustainable Capacity for Community Health

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What is important to sustain?

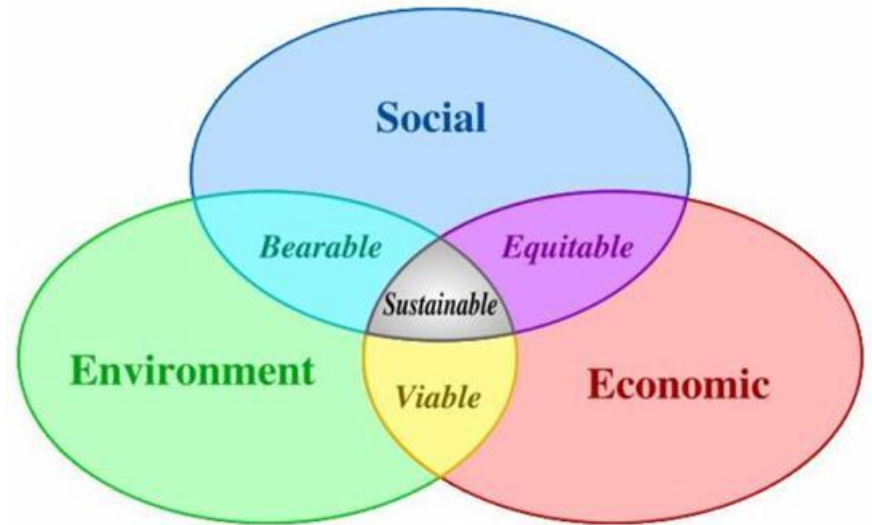


What we will cover:

- Definition and importance of sustainability
- Coalition infrastructure issues
- Sustainability elements
- Coalition practices that impact sustainability
- Administrative, resource development, and staffing support
- Impact of leadership, partnership, communication, and training
- Importance of and process for developing sustainability plan
- Sustainability plan content
- Importance of evaluation
- Group activity

Focal areas for Sustainability

Focused on what you want to do.



Focused on the capacity for doing it.



Sustainability: What is it?



A community's ongoing capacity and resolve to work together to establish, advance, and maintain effective strategies that continuously improve health and quality of life for all.

Who are the Principles of Sustainability for?

1. For organizations or community leaders interesting in working together to perpetuate their efforts to advance community health goals.
2. For existing coalitions who want their work to continue beyond an existing grant.



Sustainability: Why it's important

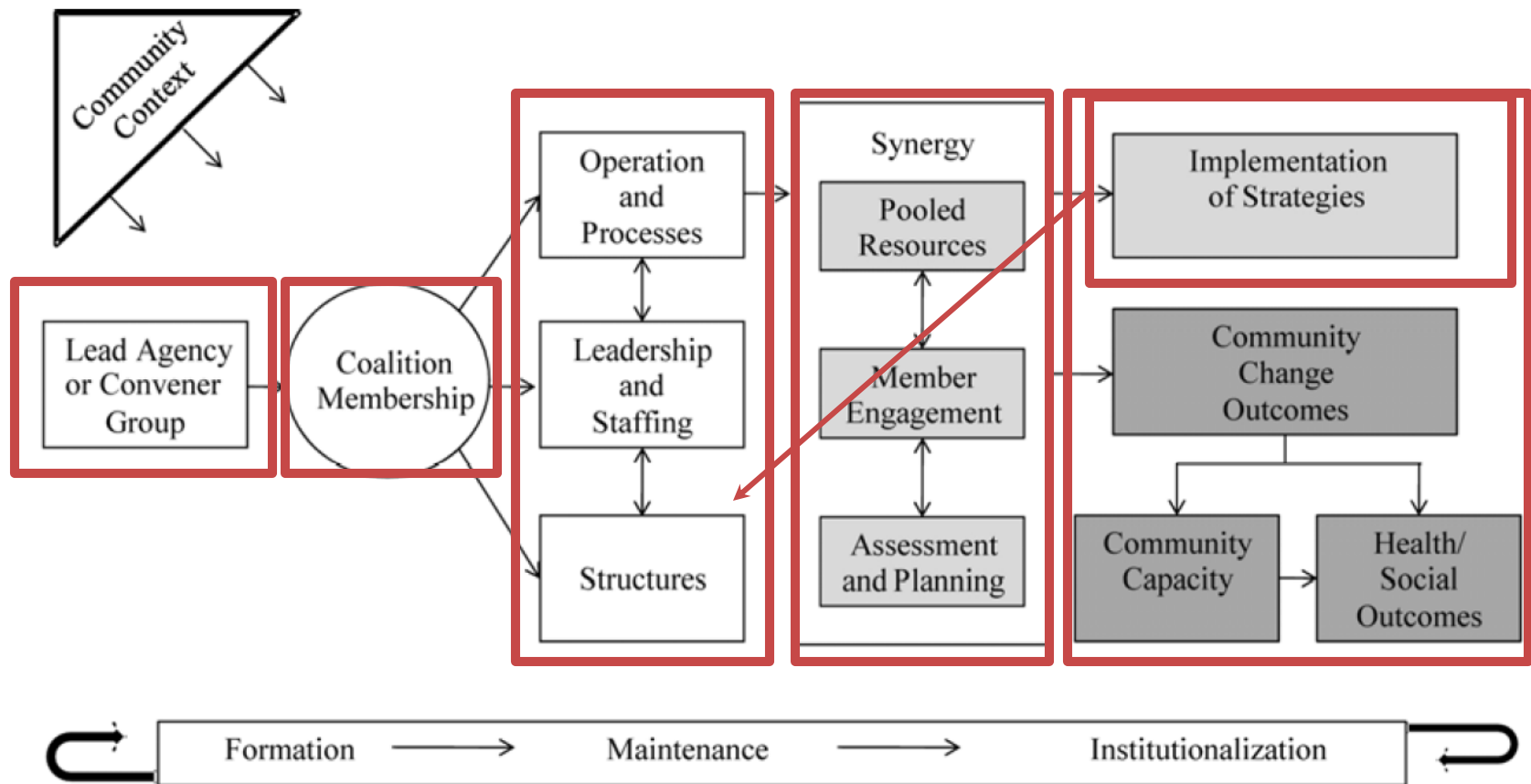
- Maintain the public health work or the work of a coalition for the long run
- Achieve stakeholder consensus on a community vision for health
- Accommodate changes in resources (funding), leadership, priorities, and coalition membership
- Maximize available community resources to achieve public health goals



- Improve the health of your community

Coalition Action Theory

Community Coalition Action Theory Model



Source: Recreated from Butterfoss, 2007

Sustainability Elements

- Develop Sustainability Planning Steps.
 - Establish Critical Health Needs with Evidence-Practice Based Strategies.
 - Strengthen Leadership, Partnerships for Effective collaboration.
 - Develop Community Home Model (includes strategic resource development and staff support).
 - Institute Strong Evaluation Strategies and feedback loops.
 - Implement Training and Staff Development .
- Develop and Implement Communication Strategy



Establish Critical Health Needs



Change Strategy

- Define why the challenge you want to address is critical.
- Communicate that you have solutions that will address this critical need.
- Clearly explain the solutions.
- Indicate why the status quo is no longer workable.
- Describe what you need (either changes or resources) to address the problem.



Enhance Coalition Practices



Why well running coalitions are important to sustainability

- Serve as effective vehicles for exchanging knowledge and ideas.
- Limit duplication of strategies and services.
- Demonstrate and develop community support for issues.
- Maximize the talents and resources of individuals and groups through collective action.
- Improve trust, communication, and collaboration among community agencies and sectors.
- Change community norms and standards concerning health-risk behaviors.
- Promote policies to create sustainable change in systems and environments.

General Coalition Tips

- Communicate and reach agreement on shared vision and key objectives.
- Recruit a diverse set of partners selectively into coalition from a variety of sectors and disciplines.
- Establish strong collaborative partnerships with federal, state, and local public health agencies (as well as with other sector partners).
- Secure member commitments in writing (e.g., memorandum of understanding (MOU)), particularly when investments are high.
- Use leaders who can think strategically, effectively run meetings, and who possess strong problem solving and facilitation skills.

General Coalition Tips

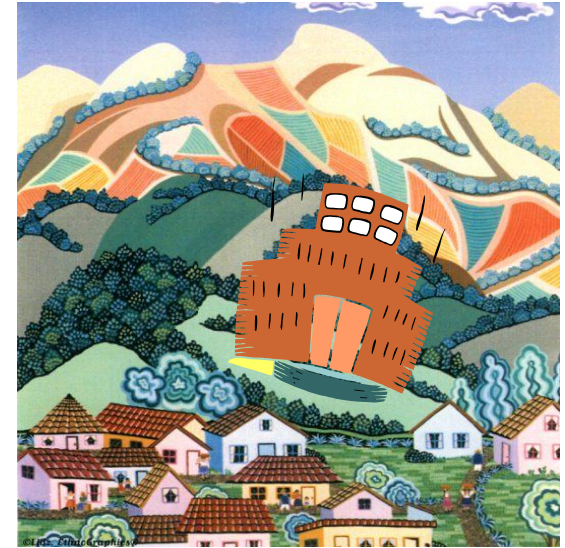
- Use a distributed leadership model and consider vice-chairs as a succession strategy.
- Ensure that member and external stakeholder roles and responsibilities are clearly outlined.
- Ensure that planning is done collaboratively with partners, stakeholders, and coalition members.
- Continually develop new goals and communicate a sense of urgency.
- Maintain a clear communication strategy for updating and engaging internal partners/members.

Develop Community Home Model



Community Home Model

- Works to develop a shared understanding of critical community health issues
- Works to reach an agreement on the definition and importance of sustainability
- Possesses a stable base of operations that serves as a fiscal agent and is positioned to address a wide variety of community health issues
- Develops goals, strategies, and processes that appeal to a variety of community-based organizations
- Maintains internal processes and conflict resolution steps in place to resolve competing interests and shifting priorities



- Retains adequate skilled staff
- Maintains a management structure and process that enables it to attract and manage funding from a variety of sources

Some notes on Resource Development

- Be thinking beyond just money when you think of resources.
- Funds can be obtained from membership dues, the lead agency, community donations, member organizations, and in-kind contributions, business contributions, and contracts.
- Diversity of funding is important so that no one funder controls the work of the coalition. (PRI funding)
- Funding should be flexible enough to support the core activities of the collaborative.



Implement Training and Staff Development



Implement Training and Staff Development

- Provides learning and training opportunities
- Provides incentives for members
- Improves skills in collaborative decision making and leadership development
- Uses a variety of training approaches or modalities
- Ensures that members are matched with coalition activities to apply newly learned skills



Develop and Implement Communication Strategy

Key Areas

Managing coalition activities



Keeping partners and stakeholder appraised



Advancing program goals

Communication with stakeholders will help...

- Promote decision-maker buy-in of coalition vision, mission, and plans.
- Convey the sense that coalition funds and other resources are being used wisely.
- Increase chances that new funding or other resource development opportunities will become available.
- Set the stage for collaboration or coordination between organizations.



Communication with coalition members will help...

- Communicate a clear sense of shared vision and purpose.
- Keep work on track and coordinate coalition tasks.
- Recognize those who have contributed.
- Build motivation in the coalition.
- Promote an overall sense of accomplishment and of the coalition moving ahead.



Ways to communicate...

- Web sites
- Newsletters
- Social media (e.g., Facebook, LinkedIn, Twitter)
- Regular columns in weeklies, newspapers, or trade publications
- Periodic sustainability reports or annual action plans (print or electronic)
- Personal contact (phone and face-to-face)



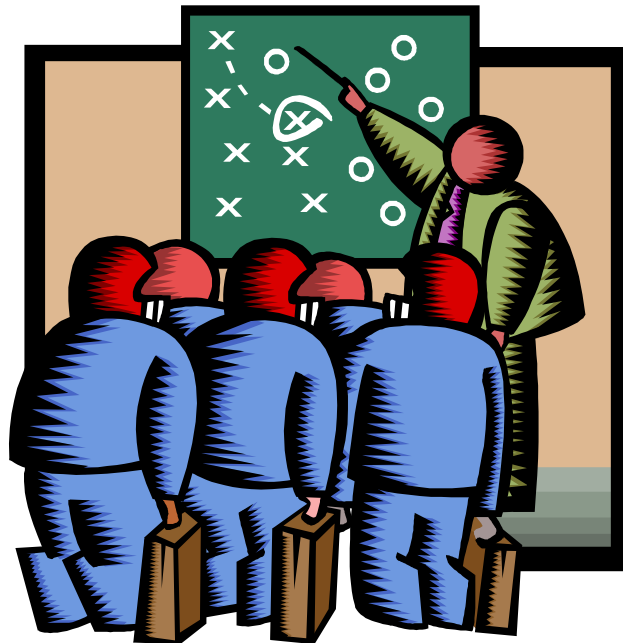
Ways to communicate... (cont.)

- Annual reports highlighting current plans and progress as well as future strategies
- Personal e-mails from coalition members to contacts
- Talk shows appearances (e.g., radio/TV/podcasts)
- Presentations at civic organization gatherings (e.g., Chambers of Commerce, school superintendents, local trainings, or conferences)



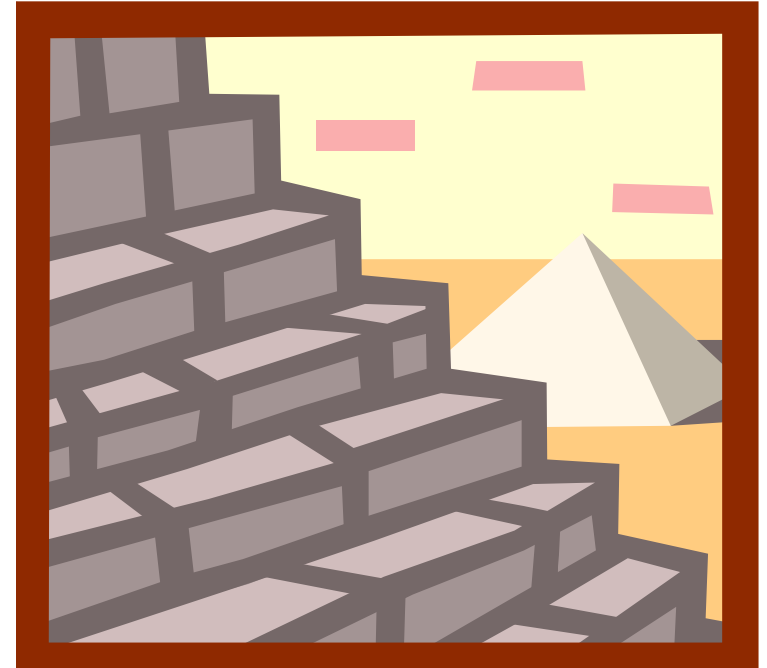
You Need a Plan!

How do you go about it?



Develop Sustainability Planning Steps

- Identify a planning group for developing sustainability plan.
- Agree on sustainability definition and what sustainability should look like.
- Determine what information is needed to develop plan
- Collect information



- Develop Written Plan

Sustainability: Plan Components

- Identify critical health needs and benefits of efforts
- Explain why sustainability processes and structures are needed
- Identify major partners who will support this effort
- Outline the major objectives and strategies that are needed and identify those responsible.
- Describe needed resources and commitments





STEP 8: Healthy Carrollton City (HCC) Develops a Sustainability Plan

SUSTAINABILITY PLAN OUTLINE

I. Executive Summary

- Organizational and/or program history (brief)
- Definition of sustainability
- Description of who was involved
- Summary of efforts for which sustainability is an issue
- Goals, needs, and costs for efforts being continued

II. Situational Analysis

- Organizational strengths as they relate to positioning
- Current picture/pending items

III. Criteria to Determine Program Value-Added Benefits

- Identify what elements will be used to determine criteria (e.g., population reached, evidence of effectiveness, broad support)

IV. Sustainability Planning Goal(s)

- Efforts to continue
- Efforts to revise and continue
- Efforts to ask another organization to continue

V. Sustainability Strategies

- Describe any organizational or structure changes
- Recruit program champions and partners
- Marketing and public relations
- Funding
- Communication of justification matrix

VI. Action Plan by Strategy

- Develop SMART objectives for organizational and policy efforts
- Develop action plan and timetable for strategies
- Develop an evaluation plan

Summary of Key Points

- ✓ Develop strong committed planning group.
- ✓ Define sustainability and communicate critical needs and solutions.
- ✓ Observe best practices in coalition leadership and management.
- ✓ Work on diverse and committed membership.
- ✓ Provide joint and individual training opportunities to support work.

Summary of Key Points

- ✓ Develop strong infrastructure, employ effective staff support, and identify strong competent leaders.
- ✓ Engage in strategic and diverse resource/fund raising development.
- ✓ Observe effective planning, project and meeting management practices.
- ✓ Develop a sustainability plan and solicit buy-in from stakeholders.
- ✓ Evaluate and communicate progress.

Tools and Resources

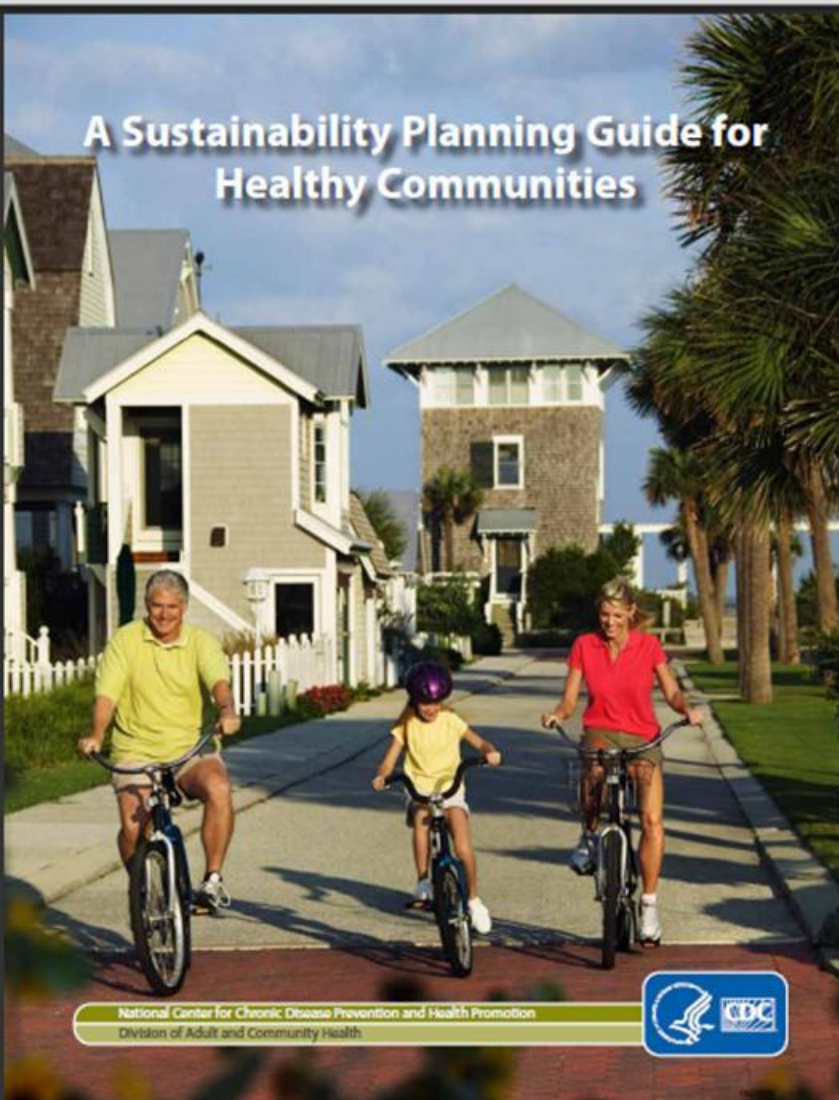


Sustainability: Tools and Resources

Sustainability Planning Guide

[http://www.cdc.gov/healthycommunitiesprogram/
tools/index.htm](http://www.cdc.gov/healthycommunitiesprogram/tools/index.htm)

Sustainability: The Planning Guide



- Easy to use blueprint
- Step by Step Guide
- Examples from Communities

Program Home

Program Overview

Action Institutes and Training

Tools for Community Action

The Community Guide

Community Health Resources Database

CHANGE Tool and Action Guide

Action Guides

Social Media Toolkit

Physical Activity and Nutrition Strategies and Measurements

Research to Practice

Success Stories Web site

Investments in Communities

National Networks for Community Change

Evaluation

Accomplishments

Buttons

Communities Succeed at Creating Healthier Environments

[Program Home](#)

Tools for Community Action

The Community Guide

[The Guide to Community Preventive Services](#) is a credible resource for evidence-based recommendations and findings on interventions and policies that improve health and prevent disease in communities. A user can conduct a search on various topics, such as nutrition, obesity, physical activity, tobacco, and diabetes. Also, the Community Guide provides information on policies, programs or services, funding, research, and education.

Community Health Resources Database

[Search or browse](#) through the Community Health Resources Database to plan, implement, and evaluate community health interventions and programs that address chronic diseases. Developed by CDC's Community Health and Program Services Branch, the database includes links to hundreds of useful planning guides, evaluation frameworks, communications materials, health risk factors data and statistics, fact sheets, scientific articles, key reports, and state and local program contact information.

On this page

- [The Community Guide](#)
- [Community Health Resources Database](#)
- [Community Health Assessment and Group Evaluation \(CHANGE\) Tool and Action Guide](#)
- [Research to Practice: Building Our Understanding](#)
- [Action Guides](#)
- [Social Media Toolkit](#)
- [Physical Activity and Nutrition Strategies and Measurements](#)
- [Making the Case for Healthy Living Strategies](#)
- [Sustainability Planning Guide for Healthy Communities](#)
- [Implementation Guides](#)

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Contact Us:

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 Phone:
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(770) 488-8488

 cdcinfo@cdc.gov

A Sustainability Planning Guide for Healthy Communities

This Guide provides the science- and practice-based evidence to help public and community health professionals develop a sustainability plan



This action guide contains eight action steps to complete the CHANGE tool. CHANGE is a data-collection tool that provides community leaders with a snapshot of local policy, systems, and environmental change strategies currently in place and helps to identify areas for improvement. With this data, communities can map out a course for health improvement by creating strategies to make positive and sustainable changes in their communities.

To learn more about the CHANGE tool and its benefits, visit the [CHANGE page](#). The CHANGE Tool Action Guide, CHANGE Tool files, and supplemental materials can be

Sustainability: Tools and Resources

Sustainability Webinar Series

<http://www.sophe.org/webinars.cfm>





Calendar
Call for Abstracts
Chapter Events
Webinars
National Meeting Registration



What is a Health Ed Specialist?

Webinars

Check out [SOPHE's Upcoming Events](#) and mark your calendars for future webinars and other continuing education opportunities!

All webinars posted below are available for Category I Continuing Education Contact Hours (CECH) for Certified Health Education Specialists (CHES) and Master Certified Health Education Specialists (MCHES)

Protecting Women's Health: Affordable Care Act Preventive Health Care Services

March 29, 2012

2:00-3:00p.m. Eastern Time

- Recorded Webinar
 - (Note - PC users may need to install the [GoToMeeting codec](#))
- Presentation Slides
- Requesting CECHs for CHES
- Event Evaluation Form

Writing a Manuscript for Publication

March 13, 2012

2:00-3:00p.m. Eastern Time

- Recorded Webinar
 - (Note - PC users may need to install the [GoToMeeting codec](#))
- Presentation Slides
- Requesting CECHs for CHES
- Event Evaluation Form

An Overview of the SCRIPT Program and SOPHE's Adopting SCRIPT in your Organization (ASO) Training Program

March 9, 2012

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Upcoming Events



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Sustainability: Tools and Resources

Community Commons

<http://www.communitycommons.org/>

Bring your passion, your stories, your experience. Find allies, see what's working, get data and make a map! Let's revitalize our great nation, community by community.

Connect

To people and places, view the Map of the Movement, and search initiative and member profiles.

Engage

With peers and leaders, explore news and feature stories, and join dialogues.

Visualize

New possibilities, access vast and powerful datasets, and create your own GIS maps.

Share

Resources, model policies and tools. Join webinars, conferences and other learning events.



Sustainability: Tools and Resources

Developing a Conceptual Framework to Assess the
Sustainability of Community Coalitions
Post-Federal Funding

[http://aspe.hhs.gov/health/reports/2010/sustainlit/
report.shtml](http://aspe.hhs.gov/health/reports/2010/sustainlit/report.shtml)

Literature Review

Developing a Conceptual Framework to Assess the Sustainability of Community Coalitions Post-Federal Funding

NORC
at the UNIVERSITY OF CHICAGO

Presented to:
**Assistant Secretary for Planning and Evaluation
U.S. Department of Health and Human Services
200 Independence Ave., SW
Washington, DC 20201**

Presented by:
**NORC at the University of Chicago
4350 East West Highway, Suite 800
Bethesda, MD 20814
301-634-9300
301-634-9301 (fax)**

January 7, 2011

The future is not a result of choices among alternative paths offered by the present, but a place that is created - created first in the mind and will, created next in activity. The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them, changes both the maker and the destination.

John Schaar, futurist

Questions ?

tlapier@cdc.gov



What's YOUR Plan?

Break up into groups of 10. Each group will take 10 minutes to answer one or more of these questions:

- Clarify what your group is interested in sustaining?
- What steps have you taken to address sustainability in your coalition? What addition steps could you take?
- How have you currently structured, or how could you better structure your coalition to perpetuate your efforts (structure and process)?
- How could you more effectively engage the community, decision makers, or other stakeholders to support your efforts?
- Identify any area of sustainability you feel is a challenge and come up with some solutions to address this challenge.