

Sustainability Plan

Ohio's Strategic Prevention Framework – State Incentive Grant (SPF SIG)

FAIRFIELD COUNTY

Ohio's Strategic Prevention Framework – State Incentive Grant is funded by the Substance Abuse and Mental Health Services Administration's (SAMHSA) Center for Substance Abuse Prevention (CSAP) and administered by the Ohio Department of Mental Health and Addiction Services (OhioMHAS).

Strategic Prevention Framework – State Incentive Grant (SPF SIG): Sustainability Module

Introduction

“The key element of sustainability is providing continued benefits, regardless of particular activities delivered or the format in which they are delivered.” –Mancini & Marek (2002)

There are four clarifying questions that need to be answered in order for sustainability planning to move forward:

1. *What* are you trying to sustain? (or, *What* needs to be sustained?)
2. **Public Value:** What *evidence* do you have that what you are doing is *worth sustaining*? (or, *Why* does this initiative *deserve* to be sustained?)
3. **Authorizing Environment:** What *institutional supports, structures, and/or policies* need to be in place to achieve sustainability?
4. **Operational Capacity:** What *capacity* is necessary to sustain this effort and *where* will that capacity come from?

A. Building the Sustainability Team

Before these questions can be answered, it is essential that you *identify the key players*. It is very important to consider your authorizing environment (Moore, 1995).

Who are the individuals in your coalition or community that need to be involved in conversations about sustainability? Please do not list your entire coalition roster. Be purposeful and intentional about the individuals who need to be at the table to discuss sustainability. This group must be big enough to be inclusive but small enough to move forward quickly. Please also consider individuals from outside your coalition that could play a role in sustaining the work of the SPF in your community.

Sustainability Team:

- Rhonda Myers
- Becky Edwards
- Martha Pool
- Kelly Monce
- Toni Ashton

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B. Sustainability Question #1: What are you *trying* to sustain? (or, What *needs* to be sustained?)

Weiss, Coffman, Bohan-Baker (2002) identified four categories related to “initiative sustainability.” These categories are very broad and are very applicable to SPF initiatives. These categories may be helpful for your team as you plan for sustainability. If your team has already clearly articulated what you are trying to sustain, you may want to categorize your objectives. Please feel free to create your own category if you need to.

Please remember that you do NOT need a sustainability objective/goal for each category. We are providing these categories as conversation catalysts, not as requirements.

1. *Organizations and/or Projects*: securing additional funding for projects begun or supported under the initiative
2. *Ideas*: maintaining the initiative’s core principals, values, beliefs, and commitment
3. *Relationships*: maintaining connections among people and institutions
4. *Outcomes*: maintaining initiative results

Please choose the question that most appropriately applies to your project: What are you *trying* to sustain? (or, What *needs* to be sustained?) Please state your sustainability objectives/goals as bullet-point statements. Each objective/goal must be specific, measurable, and observable.

- A. Ideas: Maintaining the initiative’s core principals, values, beliefs, and commitment.
 - Continue to promote and enhance cultural competence among social service providers in our community and increase access to relevant data.
- B. Organizations and/or Projects:
 - Continue to oversee the implementation of the media campaign designed by OU imPReSSions over the next three years to ensure exposure, engagement, influence and finally results.
- C. Organizations and/or Projects:
 - Maintain knowledge of substance misuse (including Rx drugs) in Fairfield County by young adults, age 18-25.

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C. Sustainability Question #2: Public Value - What *evidence* do you have that what you are doing is *worth sustaining*? (or, Why does this initiative *deserve* to be sustained?)

We discussed the idea of *public value* (Moore, 1995). It may be helpful to frame this conversation among your planning team as such. For example, it may be useful to have your planning team respond to these questions (You do not need to write responses to these questions, these are just provided as conversation catalysts.):

- How is this SPF initiative positively impacting the community?
- What results from this SPF initiative are valued by the community?
- What results from this SPF initiative are valued by the leadership team?

Once you have answered these questions, please respond to the overarching question (whichever form is most applicable to your situation): What evidence do you have that what you are doing is worth sustaining? (or, Why does this initiative deserve to be sustained?)

Our community has increased its awareness of the drug problem among young adults, age 18-25, and sees a need for prevention for this age group, which is a new concept for many. It is hoped that agencies will produce services more appropriate for young adults and eventually see more young adults accessing those services. Great inter-agency collaboration remains a plus for our community and working together to decrease drug use is always positive.

- While the survey of resources that are available in our community showed a great variety, they are not being specifically targeted to persons aged 18-25 years. The earlier you can get adults to know about resources that are available to them the quicker they can get help. Helping agencies to target this age group is a win-win proposition.
- There is no prevention being provided to young adults, age 18-25, in general, although students at Ohio University-Lancaster/Pickerington have been exposed to awareness messaging the past year. The needs assessment indicated that prevention efforts would be beneficial to this age group to reduce the age of onset and misuse for persons age 18-25.
- Continuing the survey of persons 18-25 will begin to show trends to our community so that they can be aware of the problems in a timely manner and see how our prevention measures are helping.

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D. Sustainability Question #3: Authorizing Environment - What *institutional supports, structures, and/or policies* need to be in place to achieve sustainability?

We discussed the idea of *authorizing environment* (Moore, 1995). It is important to determine who holds the ability to make key decisions regarding the sustainability of the project.

What *institutional supports, structures, and/or policies* need to be in place to achieve sustainability of your SPF initiative? It may be helpful to frame your answer to this question using the following sub-questions:

- What current *institutional supports, structures, and/or policies* support your SPF initiative?
 - Of these structures, which could be strengthened to ensure sustainability of your SPF initiative?
 - What structures are blocking or obstructing your SPF initiative?
 - Which structures are still needed to ensure sustaining your SPF initiative?
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- Currently, the ADAMH Board, YAPI Coalition, Fairfield County Family, Adult and Children First Council, Prevention Works, and Opiate Task Force are the institutional agencies/organizations supporting the SPF initiative. As YAPI comes to an end, strengthening each of the other agencies to be culturally competent and to facilitate the need for cultural competence in our community is one way to ensure sustainability of the SPF initiative. [Policies could be revised to include persons age 18-25 on coalitions, councils and boards, adding a person age 18-25 to an advisory role, etc.] While working on a community data committee to bring together all relevant county data into one place, the ADAMH Board was able to apply and receive the Harold Rogers Prescription Drug Monitoring Grant which expand on the data collection begun with SPF SIG and will be able to eventually have a web-based system so that updates to data can be done regularly and agencies can easily access community data to inform their work locally.
 - Planning for implementation and evaluation as the media campaign is rolled out over the next three years is needed before June 30, 2014. It will be necessary to assign responsibilities to agencies who will report regularly on the progress of the media campaign.
 - The transfer of the survey process from YAPI to the ADAMH Board will happen during the no-cost extension of SPF SIG.

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E. Sustainability Question #4: Operational Capacity - What *capacity* is necessary to sustain this effort and *where* will that capacity come from?

We discussed the idea of *operational capacity*. In order for your sustainability goals/objectives to become reality, your SPF initiative must have the *capacity* necessary to achieve those outcomes. Capacity is defined in many ways, including (but not limited to): securing diverse resources and acquiring the appropriate expertise. Basically, the purpose of this question is to determine the resources (e.g., time, personnel, funding, etc.) needed to achieve each sustainability goal/objective.

What operational capacity is necessary to achieve sustainability and where will the capacity come from to sustain your SPF initiative? It may be helpful to frame your answer to this question using the following sub-questions:

- What *internal* operational capacity has your coalition built through the SPF SIG process? How will this increased internal capacity contribute to the sustainability of your coalition's SPF efforts?
 - What operational capacity has your coalition built through *networks* (i.e., partnerships, collaborations, etc.) during the SPF SIG process? How will these networks contribute to the sustainability of your coalition's SPF efforts?
 - What current resources are necessary to sustain your SPF initiative?
 - Of these resources, which is insufficient or vulnerable?
 - What current skills and expertise does your initiative rely on to sustain your initiative's positive outcomes?
 - Of these skills and expertise, which could be strengthened to ensure sustained positive outcomes?
 - Which skills and expertise are still needed to sustain positive outcomes?
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- In its simplest form, trying to initiate a periodic time to gather interested agencies together to continue to discuss and explore ways for agencies to become culturally competent would take a small amount of capacity to accomplish. If further trainings are needed, corresponding funding will need to be obtained.
 - The YAPI Coalition is being phased out so the burden of sustainability falls to the institutional agencies that have supported YAPI throughout this grant period. There have been funds set aside to fund the media campaign over the next three years. It is unknown what the three-year media campaign will yield at this point so it is truly unknown how to plan beyond the three years. Then the questions would naturally include those who would try to continue the media campaign, what funds would it take, and what skills and expertise would be needed.
 - One network or collaboration that has grown is the connection with Ohio University-Lancaster/Pickerington. It would certainly be advantageous to our community to keep these lines of communication open. Since the needs assessment survey involves the cooperation of Ohio University-Lancaster/Pickerington, the ADAMH Board will continue to build on the networking that YAPI has begun.

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F. Strengths/Challenges

In any projects, there are strengths and challenges. The purpose of the following questions is to help you identify ways you can capitalize on your strengths and prepare for probable or potential obstacles.

1. In what ways do you believe your SPF initiative is positioned to achieve sustainability?

2. What are the probable or potential obstacles to sustainability?

The huge amount of work getting to the implementing stage of the SPF is the foundation to achieving sustainability. The many persons who have worked to complete the needs assessment, capacity building, and planning stages of SPF are anxious to see the results of the implementation and evaluation take place.

Probable/Potential obstacles

- Because of SPF SIG the ADAMH Board has plans to work with mental health and addiction agencies within the ADAMH Network of Care to become culturally competent in regard to persons aged 18-25. Agencies outside of the ADAMH Network of Care will be encouraged to become more culturally competent, but will ultimately make that decision on their own.
- Of course the funding supporting the media campaign will run out. There are no clear answers as to who would move things forward or how to continue. A lot will depend on the success or failure of the media campaign.
- The needs assessment survey will continue but may change depending on a number of factors, such as, funding or personnel needed to implement it, desired information to be derived from the survey, etc.

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