

Sustainability Plan

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

STARK COUNTY

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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.

The key part of our sustainability is the leadership of our millennial generation (18-25 year olds). Their leadership has allowed the coalition to guide our mission and further our work in changing the culture on campuses of Institutions of Higher Education (IHE) and in our behavioral health community. The individuals in our coalition are community-minded and are involved in conversations about sustainability across various community roles. We have representation from community and millennial leaders studying at our local IHE in a health-related field.

- At our local Mental Health and Recovery Services Board (MHRSB) of Stark County, the staff’s leadership level includes *Audra Martin*, YOUng People Matter Coalition (YPMC) Director, skilled public administrator who facilitates critical and strategic planning, addresses issues affecting the public and community organizations, and has successfully led the building of this coalition.
- *Fran Gerbig* is a prevention specialist who leads the Stark County Anti-Drug Coalition and her level of training will enhance our efforts of promoting a drug-free community
- *Patti Fetzer*, manager of programs and services at MHRSB, provides local, state and national trainings on the Transition to Independence Process (TIP model), evidence supported practice for 14-29 year olds, working with 18-25 year olds and her expertise will help to identify gaps in services and develop programming to fill gaps in services and develop programming to fill gaps.
- *Jackie Pollard* is the clinical director and sits on the SPF advisory board. Her role will be to ensure the channel of communication and expectation is clearly defined top down and bottom up (i.e. state level to our local community) and from our local community needs identified at the state level).

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- [REDACTED], is a local partner with an IHE. She has been a continuous advocate for the work with millennial generation, sound supporter, and spearheads evidence-based and successful campus programming.
- *Krysta Bennett* is a manager of prevention at Quest Prevention and Recovery Services, our largest recovery and prevention services in Stark County. She brings experience as a prevention educator as well as practical coalition knowledge gained as a recent graduate of CADCA's Ambassador Program. Krysta will contribute insight and a wealth of prevention knowledge from a programmatic direct practice lens.
- *Jennifer Meek Eells* is the Executive Director of OhioMeansJobs. She brings a meta-leadership mindset to the coalition addressing the need for more millennials to successfully enter the workforce by passing drug screens and develop skills to stay in the workforce.
- *Kelly Potkay* is a Health Educator with the Stark County Health Department. She has a strong research background in the public health field and can help us determine our objectives as well as collect and analyze data.
- *Tom Douce* provides a supportive lens as a community advocate and longtime supporter of youth and young adult initiatives. He has a counseling background, has taught at a local university, understands the governing process, and is a MHRSB board member.
- *Millennial leadership*- A student(s) from the local IHE whose interest include(s) public health, social work, counseling, or other related health fields will be encouraged to participate and closely supported and supervised by [REDACTED] and Audra Martin as well as incentivized (i.e. reference letter, trainings, public speaking opportunities, and hands on learning, etc.).

We have a variety of experts as we consider the potential funding streams and the comprehensive work ahead to fill the service gap of our millennial generation.

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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. Relationships

- *Conduit for change*: YPMC is a conduit for millennial generation to connect, link, and spotlight their academic strengths and career interests in various health fields. YPMC continues to promote the work of and places value on the leadership skills of public health students. We are seeking to sustain our successful initiatives and relationship with our 18-25 year olds (millennial generation). We believe in and value their input. We have worked to add value to our community by our ongoing efforts of highlighting and supporting the public health and leadership of the millennial generation in our community. Thus far, we have continued to proclaim the distinct and positive attributes of the millennial generation.

Measure: Retain at least two (2) millennial leaders on campus and in leadership positions; sustain YOUng People Matter’s University arm called ██████ leadership each academic year.
- *Work force Development*: Continue to support young adult interns (both paid and volunteer) on the coalition and as part of the work of the board and in consultation with Ohio Means Jobs administration. Exposure to Ohio’s Third Frontier Internship Program and OhioMeansJobs.com will be made available to students for career exploration and opportunities for employment.

Measure: Evaluations and feedback provided by direct supervisors from MHR SB and ██████; promote growth and development by offering free trainings, networking opportunities, mentorship, and career building via website marketing.
- *Embrace technology*: We understand millennials have mastered and connected through information technology and are the most diverse generation in U.S. history. We know that partnerships with this target population have resulted in a successful and collaborative partnership with local IHE in our county. They have also become a conduit and linkage of young adults in the workforce and with a professional experience in our behavioral health system via electronic communication and social media.

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Our millennial generation has expertise in providing technical assistance with materials and related prevention services, co-presenting at trainings, understanding local and national efforts related to involvement, assisting in the management of social media sites, and marketing to ensure user-friendly operation and appropriate postings.

Measure: Effectiveness of IT and social media.

- *Marketing:* We have learned to market differently to our community by utilizing the strengths of our target population. Not only have we contracted with our millennial generation as paid consultants, but also as unpaid interns as we are learning to secure best practice information regarding the involvement of young adults. There have been effective results given that young adults are now leading the work on and off campus through sub-committees (i.e. marketing, event planning, information and education) of [REDACTED].

Measure: Use of evidence-based practice model of kNOw Regrets campaign.

B. **Intersectoral Leadership:** Intersect participants

- *Collective Leadership:* There is encouragement of student- led groups from diverse backgrounds, interests and academic majors that have come together to move the mission of YPMC forward on campus and extend efforts to the community.

Measure: The contract consultants and interns will gain knowledge, skills and abilities through working directly on site with the YPMC Director and/or in the community with other leaders.

- *Professional Development:* The young adults will learn through assignments; prepare and disseminate findings through reports, website documents and trainings; maintain and share list serves for young adults to promote networking and exchange of information.

Measure: Ensure young adult involvement in the planning, program development, implementation, and other physical activities on the campus of the YPMC college partnerships and/or at community sites.

- *Break down silos:* The YPMC has the ability to become a fortified leader of coalitions in the work of our millennial generation.

Measure: Fill the gap in services, programs, and leadership to ensure Stark County prevention work is driven by young adults and becomes a competitive place for young adults to stay, live, work and play.

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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?)

MHRSB of Stark County has valued the SPF initiative especially as we look to continue to be the convener of data using an environmental scan and research. Moreover, we support agency collaboration and look for ways to continue to creatively build collaborative partnerships in the community to fill gaps, meet community needs and show successful outcomes, especially related to the integrated health needs of our millennial generation.

- MHRSB of Stark County will prioritize the data to support the programmatic efforts of our community agency partners to use the data to develop evidence-based programs. The evidence that this SPF initiative has positively impacted our Stark County community is seen through the efforts of the YPMC.
- The YPMC work is worth sustaining in that our young adults have successfully informed our marketing strategies in our behavioral health field. There is successful involvement of young adults at the board and agency level through internships and contractual consulting work.
- The millennials are actually leading the efforts on campus. The leadership of our millennial generation has allowed the coalition to guide our mission and further the work in changing the culture on campuses of IHE and at community behavioral health agencies. YPMC has developed a collaborative relationship with the counseling services, alcohol and drug, and wellness departments at local IHEs demonstrating the YPMC impact on other systems of care. As a result, ██████████ is becoming a self-sustaining peer-led student organization.
- Community agencies are looking to our SPF model on how to more effectively assess preventative initiatives and outcomes. There is commitment to the level of partnership as seen by our Opiate Task Force and Stark County Anti- Drug Coalition. Further, the results of the SPF initiative have been valued by our community as seen by new objectives with various coalitions such as the Stark County Suicide Prevention Task Force, Stark County Minority Health Coalition, Canton City School District's Health and Wellness Committee, and the Canton Health Department T.H.R.I.V.E Coalition.

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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?

The Authorizing Environment needed to achieve sustainability includes leadership and support at multiple levels from multiple systems. There is also the important factor of other contributions to the programmatic side of evidence-based outcomes in our community.

- There is collaboration with current partners such as IHE, Ohio Means Jobs, Stark County Health Department and Quest Recovery Services. MHRSB of Stark County values the contributions, expertise, commitment, and resources from our stakeholders.
- There is a greater focus by MHRSB to strengthen the millennial generation relationship. It is an effort to help them help us better serve our community. More exclusively, it is a goal to increasingly include our target population—the millennial generation (18-25 year olds)—in prevention services.
- The need to engage and market through social media, to increase the perception of disapproval, to educate underage students about the immediate and negative consequences of alcohol, and to support pro-social activities on campus.
- The YPMC understands that we need to strengthen our residential vs. non-residential roles that inform our work, defining and redefining the level of authorizing agent input and identify authorizing leaders from each environment. Also to address what is blocking parts of our initiative are the unintentional differences in the level of impact from IHE leaders and defining what differences are identified.
- Due to constraints of time, money, and energy, a greater level of effort could be seen if a full-time millennial leader was staffed to move the initiative forward.
- There is an identified need, which includes seeking multiple funding sources, additional fiscal supports, more engaged IHE staff (i.e. conduct and disciplinary officers from campus), new partnerships to consider (i.e. AAA personnel and insurance agents) for opportunities to partner through our education and prevention efforts, and those new partners to support the value added efforts of our work.

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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?

The necessary operating capacity includes millennials in the community working with and having access to millennials in our system of care. We plan to include individuals who are technologically savvy to strengthen our social media and marketing strategies; to consider working with other areas of IHE departments (i.e. computer/web-design majors). Further, we want to highlight our work with public health specialists as well as those experts in other health fields who are invested in the millennial generation. The networks include IHE, millennial representation, county Health Department, prevention and recovery services organization, job readiness organization, mental health and counseling specialists, and members of the mental health and recovery services board. In our collaboration, we want to break down silos; encourage continuous engagement of millennials through pro-social activities; support millennials by empowering them to continue to inform us and guide our work from planning through implementation; and build capacity with meaningful community connections. Internally, the goal of our coalition is to lead the work of breaking down silos; inter county/multi-systems collaboration to promote significant relationships across systems. The resources include the manpower to coordinate our efforts in the most efficient manner in addition to the financial resources that contribute to our efforts as well as support the time, energy and level of effort necessary for this initiative. The skills and expertise that we rely on include the current experts in the areas of public health, behavioral health, marketing, fiscal, prevention and recovery as well as representatives from the millennial generation. However, to sustain this level of expertise, we will need to seek greater partnerships as not to create weariness amongst our leaders and lose capacity. We need to continuously build capacity and work seamlessly to move the project forward, seeking champions of our work. Also, we will need to consider the match (financial and in-kind) of each agency/member of YPMC and how each organization will

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allow members to continue being a part of YPMC.

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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 SPF initiative is positioned to achieve sustainability because we have key stakeholders with buy-in and support of our local prevention efforts. There has been a positive responsiveness to the SPF strategy such as assessing our local prevention needs based on epidemiological data, building prevention capacity with non-traditional stakeholders, and developing a strategic plan with sustainability and cultural competence throughout. One of the key strengths of this project is looking at “SPFying” community prevention programs, policies and practices based on a social-ecological model (SEM) and the level in which we implement effective programs and evaluate their outcomes. Also, we have been successful at the promotion of youth and young adult development and building assets and resiliency. Again, this has yielded very effective results as more young adults are now involved in our planning and leading of our prevention efforts. There are ongoing partnerships with campus groups and campus administration that enable us to be a conduit for the millennial generation to connect and spotlight their academic strengths and career interests in various health fields. Our YOUng People Matter Coalition has continued to build upon our successful marketing and social media campaign by spotlighting our young adults to engage our stakeholders at all levels. We have invested in the culture of health and have been successful with value-added contributions addressing the prevention needs of our millennial age population. Our coalition builds capacity as it meets our goals through enhancing individual member’s strengths and understanding the importance of co-laboring.

The probable or potential obstacles to sustainability would include the level of effort, time, money, and energy necessary to lead the work. We have inquired as to whether there is such a level of *SPF-Light* or *SPF-Informed* models that can be implemented to fidelity. We believe there also is a need for a full-time millennial leader to continue moving our work to the next level. Also, consider the efforts of [REDACTED] aligning with other campus organizations (i.e. Eta Sigma Gamma, who promote public health education on campus, social work, counselors, and education majors). Further, there is the need for other resources and community partners outside of IHE to build our capacity across Stark County.

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