

# Don't Leave Your Change to Chance: Sustaining Your Gains May & June 2022 Learning Collaboratives

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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.
- 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 1-855-917-5263

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

Option 3: Access Native Land website via QR Code:



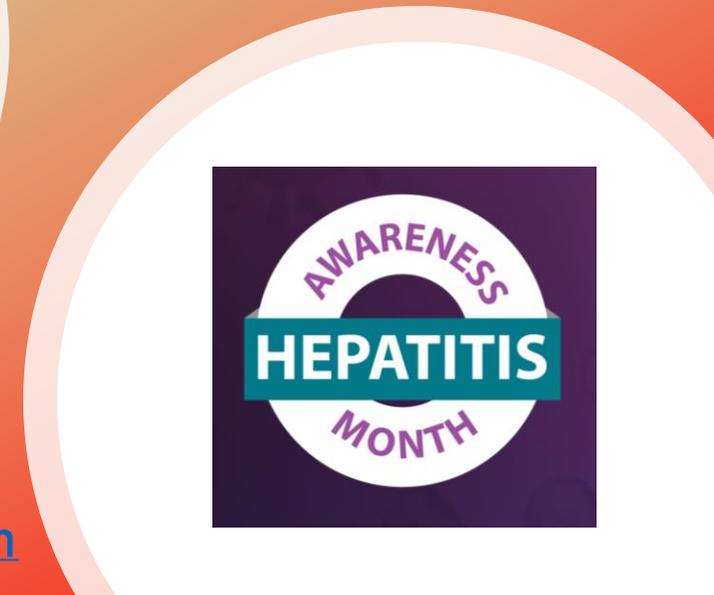
May is **Asian Pacific  
American Heritage Month**

**Mental Health Awareness  
Month**

**Hepatitis Awareness  
Month**

Learn more at:

- <https://fapac.org/AAPI-Resources>
- <https://www.samhsa.gov/programs/mental-health-awareness-month>
- <https://www.cdc.gov/hepatitis/awareness/HepatitisAwarenessMonth.htm>



# June is Pride Month

**UCLA** Health

**STAND UP.  
BE WELL.  
BE YOU.**

**Pride 2022**



#OUTPROUDANDWELL

# June is Men's Health Month

A photograph of four hikers standing on a grassy mountain ridge. From left to right: a man in a black jacket and dark pants, a man in a red jacket and black pants with a large backpack, a woman in a maroon jacket and light-colored pants with a large backpack, and a man in a dark jacket and dark pants with a large backpack. They are all looking towards the right. The background shows a vast, hazy landscape under a cloudy sky.

Men's Health Month

Awareness  
Prevention  
Education  
Family

The use of affirming language inspires hope and advances recovery.

**LANGUAGE MATTERS.**

**Words have power.**

**PEOPLE FIRST.**

The ATTC Network uses affirming language to promote the promises of recovery by advancing evidence-based and culturally informed practices.



**ATTC**

Addiction Technology Transfer Center Network  
Funded by Substance Abuse and Mental Health Services Administration

# Disclosures

There are no relevant financial relationships with ACCME-defined commercial interests for anyone who was in control of the content of this activity.

# Agenda

Presentation: Sustaining Your Gains - Your Sustainability Action Plan

## Facilitated Breakout Discussions

- What are your key takeaways from your review of the PSAT?
- Choose one area where you plan to take action for the sustainability of your program.
- Discuss the actions you can take to improve sustainability in that area.

## Group Discussion

Quality Improvement Presentations

Closing

# Definitions: Sustainability

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

Shediak-Rizkallah MC, Bone LR. Planning for the sustainability of community-based health programs: conceptual frameworks and future directions for research, practice and policy. *Health Educ Res.* 1998;13:87-108.

# 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 BA, Brownson RC, Haire-Joshu D, Kreuter MW, Weaver NL. A glossary for dissemination and implementation research in health. J Public Health Manag Pract. 2008;14:117-123.

# 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)

# Values and Beliefs

- ✦ “Activities become routine when they reflect the collective values and beliefs of members” Capoccia, et al., 2007; Pluye, et al., 2004

# The Program Sustainability Assessment Tool

Eight categories, 5 questions each

1. Environmental Support: Champions, leadership
2. Funding Stability, Flexibility
3. Partnerships: Community collaboration and engagement
4. Organizational Capacity: integrated in operations, systems, resources, staffing

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# The Program Sustainability Assessment Tool

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

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**Environmental Support:** Having a supportive internal and external climate for your program

	To little or no extent			To a very great extent			Not able to answer	
1. Champions exist who strongly support the program.	1	2	3	4	5	6	7	NA
2. The program has strong champions with the ability to garner resources.	1	2	3	4	5	6	7	NA
3. The program has leadership support from within the larger organization.	1	2	3	4	5	6	7	NA
4. The program has leadership support from outside of the organization.	1	2	3	4	5	6	7	NA
5. The program has strong public support.	1	2	3	4	5	6	7	NA

**Funding Stability:** Establishing a consistent financial base for your program

	To little or no extent			To a very great extent			Not able to answer	
1. The program exists in a supportive state economic climate.	1	2	3	4	5	6	7	NA
2. The program implements policies to help ensure sustained funding.	1	2	3	4	5	6	7	NA
3. The program is funded through a variety of sources.	1	2	3	4	5	6	7	NA
4. The program has a combination of stable and flexible funding.	1	2	3	4	5	6	7	NA
5. The program has sustained funding.	1	2	3	4	5	6	7	NA

# Environmental Support and Funding Stability

**Partnerships:** Cultivating connections between your program and its stakeholders

	To little or no extent				To a very great extent			Not able to answer
1. Diverse community organizations are invested in the success of the program.	1	2	3	4	5	6	7	NA
2. The program communicates with community leaders.	1	2	3	4	5	6	7	NA
3. Community leaders are involved with the program.	1	2	3	4	5	6	7	NA
4. Community members are passionately committed to the program.	1	2	3	4	5	6	7	NA
5. The community is engaged in the development of program goals.	1	2	3	4	5	6	7	NA

**Organizational Capacity:** Having the internal support and resources needed to effectively manage your program and its activities

	To little or no extent				To a very great extent			Not able to answer
1. The program is well integrated into the operations of the organization.	1	2	3	4	5	6	7	NA
2. Organizational systems are in place to support the various program needs.	1	2	3	4	5	6	7	NA
3. Leadership effectively articulates the vision of the program to external partners.	1	2	3	4	5	6	7	NA
4. Leadership efficiently manages staff and other resources.	1	2	3	4	5	6	7	NA
5. The program has adequate staff to complete the program's goals.	1	2	3	4	5	6	7	NA

# Partnerships and Organizational Capacity

**Program Evaluation:** Assessing your program to inform planning and document results

	To little or no extent							To a very great extent	Not able to answer
1. The program has the capacity for quality program evaluation.	1	2	3	4	5	6	7	NA	
2. The program reports short term and intermediate outcomes.	1	2	3	4	5	6	7	NA	
3. Evaluation results inform program planning and implementation.	1	2	3	4	5	6	7	NA	
4. Program evaluation results are used to demonstrate successes to funders and other key stakeholders.	1	2	3	4	5	6	7	NA	
5. The program provides strong evidence to the public that the program works.	1	2	3	4	5	6	7	NA	

**Program Adaptation:** Taking actions that adapt your program to ensure its ongoing effectiveness

	To little or no extent							To a very great extent	Not able to answer
1. The program periodically reviews the evidence base.	1	2	3	4	5	6	7	NA	
2. The program adapts strategies as needed.	1	2	3	4	5	6	7	NA	
3. The program adapts to new science.	1	2	3	4	5	6	7	NA	
4. The program proactively adapts to changes in the environment.	1	2	3	4	5	6	7	NA	
5. The program makes decisions about which components are ineffective and should not continue.	1	2	3	4	5	6	7	NA	

# Program Evaluation and Adaptation

**Communications:** Strategic communication with stakeholders and the public about your program

	To little or no extent			To a very great extent			Not able to answer	
1. The program has communication strategies to secure and maintain public support.	1	2	3	4	5	6	7	NA
2. Program staff communicate the need for the program to the public.	1	2	3	4	5	6	7	NA
3. The program is marketed in a way that generates interest.	1	2	3	4	5	6	7	NA
4. The program increases community awareness of the issue.	1	2	3	4	5	6	7	NA
5. The program demonstrates its value to the public.	1	2	3	4	5	6	7	NA

**Strategic Planning:** Using processes that guide your program's direction, goals, and strategies

	To little or no extent			To a very great extent			Not able to answer	
1. The program plans for future resource needs.	1	2	3	4	5	6	7	NA
2. The program has a long-term financial plan.	1	2	3	4	5	6	7	NA
3. The program has a sustainability plan.	1	2	3	4	5	6	7	NA
4. The program's goals are understood by all stakeholders.	1	2	3	4	5	6	7	NA
5. The program clearly outlines roles and responsibilities for all stakeholders.	1	2	3	4	5	6	7	NA

# Communications and Strategic Planning

# Barriers and Facilitators: Vermont Hub and Spoke

(Brooklyn and 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 to address first.
6. Write a Sustainability Action Plan with action steps.

<https://www.sustaintool.org/psat/plan-for-sustainability/#develop-an-action-plan>

# Take Action

1. Implement the Sustainability Action Plan.
2. Reassess sustainability capacity annually.

**Organizational Capacity:** Having the internal support and resources needed to effectively manage your program

**Sustainability Objective:** [Write an objective that will enable you to increase sustainability capacity in this domain in a way that is important for your program. The objective should be Specific, Measurable, Attainable, Realistic, and Time Bound (SMART). You may need more than one objective per domain.]

<b>Steps to achieve objectives:</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.]			
				Q1	Q2	Q3	Q4
1.							

# Summary

1. Use Tools to assess the Sustainability of your program/Organization
2. Identify Barriers and Facilitators
3. Develop a Sustainability Action Plan that will outline action items
4. Tools and Techniques to get back on Track
5. Revisit your SAP periodically

# References

- ❖ Pluye, P., Potvin, L., Denis, J. L. (2004). Making public health programs last: conceptualizing sustainability. *Evaluation and Program Planning*, 27, 121-133
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- ❖ Ford J, Krahn D, Wise M, Oliver K: Measuring Sustainability Within the Veterans Administration Mental Health System Redesign Initiative. *Qual Manag Health Care* 20(4):263-279, 2011.
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- ❖ Program Sustainability Assessment Tool: Community Tool Box: [sustaintool.org](http://sustaintool.org)
- ❖ Palinkas, L.A., Chou, C., Spear, S.E. *et al.* Measurement of sustainment of prevention programs and initiatives: the sustainment measurement system scale. *Implementation Sci* 15, 71 (2020).
- ❖ <https://implementationscience.biomedcentral.com/articles/10.1186/s13012-020-01030-x>

## Regional Hub and Spoke QI Reports Available for Download

<https://drive.google.com/drive/folders/1Vt79-q4cgQ4olc2an-pVAnMw-2FFi2c0?usp=sharing>

# Next Steps

- Complete your CE evaluation this week if possible
- Request additional training/TA as needed
- Attend next week's coaching call
- Review QI reports
- Save the Dates!
  - ✓ Making a Transformation (MAT) Conference: Transforming California's Medications for Addiction Treatment System
    - ✓ September 8 and 9, 2022 - SAFE Credit Union Convention Center, Sacramento
  - ✓ Next H&S Webinar: Tuesday, August 9, 12-1pm. TBA.

# Next Week's Coaching Calls

Region 1            **Tuesday, 6/7 10-11am**

Region 2            **Tuesday, 6/7 11:15am -12:15pm**

Region 3            **Wednesday, 6/8 10-11am**

Region 4            **Wednesday, 6/8 11:15am-12:15pm**



# ASIS-TTA

Opioid and Stimulant Implementation Support  
Training and Technical Assistance

## CASE-BASED MAT ECHO CLINICS

- Two Monthly ECHO Clinics
  - General and Tribal
- Clinical Case Reviews
- Trauma Informed Approach

## MONTHLY STATEWIDE WEB TRAININGS

- Treating SUD in Primary Care
- Managing Complex Clinical Needs
- Addressing Stimulants & Fentanyl

## ON-DEMAND LEARNING EARN FREE CME/CE

- Fundamentals of MAT
- Buprenorphine Starts
- MAT in Special Populations

## QUARTERLY TRIBAL PROVIDER TRAININGS

- Tribal Health Issues
- Culturally Informed Strategies
- Rural and Urban Settings



## DIRECT MENTORSHIP & CONSULTATION

- Individualized Support from Expert Consultants
- One-on-One Mentorship by Phone or Video Conference

## CALIFORNIA HUB AND SPOKE IMPLEMENTATION SUPPORT

- Learning Collaboratives
- Direct Technical Assistance
- Enhancing Access to Care
- Ensuring Sustainability

**OASIS-TTA SERVICES ARE FREE**

To register, request services, or learn more visit

[www.uclaisap.org/oasis-tta](http://www.uclaisap.org/oasis-tta)