

OHIO PARTNERSHIPS FOR SUCESS GRANT PROGRAM

Ohio Department of Mental Health and Addiction Services

**OHIO SPF-PFS INITIATIVE SUSTAINABILITY MODULE
ADAMS COUNTY**

**Prepared by:
Adams County Medical Foundation
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Acknowledgments

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Ohio SPF-PFS Initiative: Sustainability Module

Background

A core element of the Strategic Prevention Framework (SPF) is sustainability. Ohio's SPF Sustainability Module was originally developed and implemented through Ohio's Strategic Prevention Framework – State Incentive Grant (SPF SIG), an initiative that spanned 2009-2014. The Sustainability Module has been utilized, in several iterations, over multiple projects within Ohio's prevention system. Through the Strategic Prevention Framework – Partnerships for Success (SPF-PFS) Initiative, there was an intentional examination of the module and how communities could use it effectively to promote their thinking about initiative sustainability. Over the course of several learning community meetings, Ohio's SPF-PFS Project Directors, led by Ohio's SPF-PFS Evaluation Team (OSET) and supported by Ohio's Coaching and Mentoring Network (OCAM), provided feedback on the module and suggested edits and additions. The Project Directors also contributed to our understanding of how coalitions could effectively use the Sustainability Module by creating a checklist for Project Directors to refer to as they completed it.

The Sustainability Module draws on Mark Moore's (1994) Public Value Model as well as the work of Mancini & Marek (2004) and Weiss, Coffman, and Bohan-Baker (2002) related to initiative sustainability.

The module includes two parts. Part One focuses on assisting coalitions with the task of intentionally and purposefully building the sustainability team. Coalitions are encouraged to convene a group that was big enough to be inclusive but small enough to move forward quickly. Further, they are also encouraged to consider individuals from outside of the coalition that could play a role in sustaining the work of the SPF-FS in their community. Once the sustainability team is in place, coalitions are tasked with Part Two - responding to a series of four questions related to initiative sustainability:

1. Project Elements to be Sustained: What is the coalition trying to sustain? (or, What needs to be sustained?)
2. Value: What evidence does the coalition have that what they 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.

Throughout the Sustainability Module, coalitions are often asked to frame their answers to these questions in terms of analyzing the question through the lens of strengths, weaknesses, opportunities, and threats (i.e., SWOT analysis).

The results of the Adams County Medical Foundation's work on the Sustainability Module are presented in this document.

County Name: Adams

Coalition Name: Adams County Medical Foundation

Date: 9/6/19

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? (put another way, *What* needs to be sustained?)
2. **Public Value:** What *evidence* do you have that what you are doing is *worth sustaining*? (put another way, *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 agency, organization, coalition or community that need to be involved in conversations about sustainability? Please do not list your entire rosters. 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 agency, organization, coalition or community that could play a role in sustaining the work of your SPF-PFS initiative (however you define it) in your community.

The key individuals include the members of the Data Committee and some community stakeholders:

Sherry Stout, Adams County Medical Foundation
 Tonya Bowman, Community Stakeholder
 Liz Lafferty, Adams County Board of Intellectual & Developmental Disabilities
 Sharon Ashley, Community Stakeholder
 Sarah Vaughn, The Counseling Center
 Randy Chandler, Community Stakeholder
 Danielle Poe, Adams County Health Department
 Brian Rau, Manchester Local School District
 Richard Seas, Adams County/Ohio Valley School District
 Beth Frazer, Business Owner

B. Sustainability Question #1: What are you *trying to sustain?* (put another way, 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 grant-funded 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?* (put another way, What *needs to be sustained?*) Please state your sustainability objectives/goals as bullet-point statements. **Each objective/goal must be specific, measurable, and observable.**

Below are three core areas that we want to sustain beyond the funding period.

Funding

Develop additional diverse funding streams either through the foundation or in partnership with community-based collaborators and coalitions, such as the Health & Wellness Coalition, the Coalition for a Drug-Free Adams County, the Adams County/Ohio Valley and the Manchester School Districts, or the Adams County Health Department.

- Develop a sustainability team.
- Develop a list of researched funding sources.
- Develop a grant writing support team to evaluate and give feedback on proposals.
- Submit five applications to appropriate funders that will support a coordinator, the media campaign and prevention communications with parents and community stakeholders.

Develop a Communications Campaign

Using current resources, develop a communications campaign to communicate the data that resulted in identification of the problem of practice, to advocate parent participation in schools, faith communities and as mentors, to teach parents how to communicate with their children about the dangers of underage drinking and to teach parents how to communicate their disapproval of underage drinking. This campaign can also include information for parents, such as how to determine whether their child is participating in underage drinking and the consequences of hosting parties where alcohol is available to underage teens.

- Develop media campaign.
- Deploy the media campaign in the community.

Sustain Relationships

Determine ways to sustain the engagement of committee members, community leaders and stakeholders, and with the schools. This may include bringing the communications campaign to school-based organizations, such as the Parent Teacher Organizations, Extracurricular Activity orientations or during athletic and other school-based events.

- Convene the Prevention Committee to discuss ideas and determine action steps that will sustain the work.
- Show stakeholders how data from the surveys can be used to identify and to access funding that will address the identified problem of practice and the identified intervening variables.
- Convene a meeting of the school principals and superintendents to present survey conclusions and ask for continuing support.

C. Sustainability Question #2: Public Value - What *evidence* do you have that what you are doing is *worth sustaining*? (put another way, 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-PFS initiative (however you define it) positively impacting the community?
- What results from this SPF-PFS initiative (however you define it) are valued by the community?
- What results from this SPF-PFS initiative (however you define it) 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? (put another way, Why does this initiative deserve to be sustained?)

When the Adams County Medical Foundation began working on the SPF-PFS initiative, there were no community data to determine the needs of students or to determine whether community prevention efforts should target alcohol or other drugs. Furthermore, community-based organizations had little experience

addressing any issue using a planning framework. As a result, applications for any community-based funding presented need statements that were based on perceptions and anecdotes, rather than being supported by collected relevant data. With the implementation of the SPF-PFS framework, the community has learned that planning is an essential part of effectively addressing any perceived community problem. Planning groups may even discover there really is no problem based on data or community input. The leadership team that the Medical Foundation formed learned to deploy the SPF-PFS framework in a way that is expected to unite the community around the problem of underage drinking identified using data from the Ohio Healthy Youth and Environment Survey (OHYES!). The leadership team now has the tools it needs to disseminate this practice to address community problems that are identified by other groups in which team members participate.

The community had a vague awareness of the problem of underage drinking. Based on overwhelming media coverage, anecdotes and perceptions, most community members, including law enforcement, school and faith community personnel, parents and community stakeholders viewed drug use (marijuana, prescription medications, opioids) as the biggest influence on students and young adults; however, data collected actually revealed that alcohol use was very low among young teens but use skyrocketed as teens became juniors and seniors in high school while the other drug use remained infrequent and fairly steady. In addition, using the SPF-PFS framework to convene listening sessions revealed that some of the increase could be linked to student relationships formed with college-age people through dual credit classwork. It is likely this aspect of underage use would have been overlooked without the listening sessions.

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 <i>institutional supports, structures, and/or policies</i> need to be in place to achieve sustainability of your SPF-PFS initiative (however you define it)? It may be helpful to frame your answer using the following sub-questions:	
Strengths	Weaknesses
<ul style="list-style-type: none"> • What current <i>institutional supports, structures, and/or policies</i> support your SPF-PFS initiative (however you define it)? 	<ul style="list-style-type: none"> • Of these structures, which could be strengthened to ensure sustainability of SPF-PFS initiative (however you define it)?
Opportunities	Threats
<ul style="list-style-type: none"> • Which structures are still needed to ensure sustaining your SPF-PFS initiative (however you define it)? 	<ul style="list-style-type: none"> • What structures are blocking or obstructing your SPF-PFS initiative (however you define it)?

Relationships with the schools, other community-based prevention groups and parents, and with Leadership Adams would build on the discoveries and efforts of the current prevention work.

Please respond here. The table below will allow you to capture the four SWOT elements. If you are planning to sustain multiple items, you may want to include a separate SWOT table for each item.

Table 1. *SWOT Analysis of Authorizing Environment*

Strengths	Weaknesses
<ul style="list-style-type: none"> The schools and parents who were involved in the SPF-PFS initiative are supportive of the initiative and have become involved in addressing underage drinking. Leadership Adams also adopted this issue as a problem to address and began a media campaign with yard signs that highlighted consequences of hosting underage parties. 	<ul style="list-style-type: none"> The Prevention Committee could enlist Leadership Adams to strengthen its support. Some school building personnel are not advocates of administering the OHYES! survey. The Foundation needs a dedicated coordinator for this effort who can lead in community groups and who has the capacity to seek out and acquire sustainable funding and resources.
Opportunities	Threats
<ul style="list-style-type: none"> Work with the school personnel to continue the OHYES! surveys which provides data for schools and community initiatives that address prevention efforts. Teach other groups to incorporate the SPF-PFS planning framework when they see a problem that may need to be addressed. 	<ul style="list-style-type: none"> Lack of financial resources to sustain any community-based effort. Limited number of people who understand the role of data-driven planning frameworks in adequately defining community-based problems.

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 grant-funded 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.

<p>What operational capacity is necessary to achieve sustainability and where will the capacity come from to sustain your SPF-PFS initiative (however you define it)? It may be helpful to frame your answer using the following sub-questions:</p>	
<p>Strengths</p>	<p>Weaknesses</p>
<ul style="list-style-type: none"> • What operational capacity has your agency, organization, coalition or community built through <i>networks</i> (i.e., partnerships, collaborations, etc.) during this grant opportunity? • What <i>internal</i> operational capacity has your agency, organization, coalition or community built through this grant opportunity? • What current skills and expertise does your initiative rely on to sustain your initiative’s positive outcomes? • What current resources are necessary to sustain your SPF-PFS initiative? 	<p>Of the resources listed, which are insufficient?</p>
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> • Of these skills and expertise, which could be strengthened to ensure sustained positive outcomes? • How will this increased internal capacity contribute to the sustainability of your SPF-PFS efforts? • Which skills and expertise are still needed to sustain positive outcomes? • How will these networks contribute to the sustainability of your agency, organization, coalition or community’s SPF-PFS efforts? 	<p>Of the resources listed, which are vulnerable?</p>

Although participation in the initiative has increased the foundation’s capacity to integrate the planning framework to address other community needs, there are few people who understand how to use it effectively. However, there is a group that understands how to collect community data and how to analyze it in ways that lead to articulation of community needs and issues. As these practices become internalized by the community and shared throughout it, the framework and its practices are sustained.

The foundation’s work brought people together and strengthened its connections with schools, faith communities and other community-based organizations. Through its work with the OU and the Lawrence County teams, the foundation was able to learn, to benefit from support and to share discoveries and challenges. These relationships also resulted in additional funds to continue the Adams County prevention effort.

Please respond here. The table below will allow you to capture the four SWOT elements. If you are planning to sustain multiple items, you may want to include a separate SWOT table for each item.

Table 2. *SWOT Analysis of Operational Capacity*

Strengths	Weaknesses
<ul style="list-style-type: none"> • Increasing the capacity of community-based networks. • Identified supporters and community resources. • People developed the capacity to plan using an evidence-based framework. 	<ul style="list-style-type: none"> • The community at-large has not realized the value of this prevention planning and the capacity building. • Funding to continue the efforts by hiring a community coordinator. • Funding to support other activities, events and efforts that will disseminate information throughout the community.
Opportunities	Threats
<ul style="list-style-type: none"> • Continue outreach and sharing data with organizations, faith communities and other community-based groups. • Work to build partnerships with the medical community and with primary health care providers. • Hold community-based workshops to teach the steps of the planning process and how to integrate data driven decision making into any community improvement effort. 	<ul style="list-style-type: none"> • Community members and stakeholders will fail to see the benefit of the planning work and continue implementing efforts that are not data-driven; as a result they will fail and the community's response will be, "see that doesn't work." • The schools will decline to continue the annual survey process.

F. Reflection & Next Steps

From everything you have discussed about your plans, you will want to now reflect on how you are in a position to achieve what you plan to sustain and identify your key next steps.

1. In what ways do you believe your SPF-PFS initiative is positioned to achieve sustainability?
2. Overall, what potential obstacles could prevent you from achieving sustainability?
3. What is at least one key next step that you need to take with your sustainability plan?

1. The Initiative has built relationships with the schools and with some community stakeholders. It has managed to work as a partner and to meet its goals with very little funding.
2. Potential obstacles include grant writing capacity and fundraising and human resources. The loss of momentum in the community is an obstacle. The effort needs a home, for instance the drug coalition or the prevention programming with the health department.
3. The next steps include gathering community stakeholders who will work passionately to raise awareness of underage drinking in the community and who will volunteer to help the Foundation meet its funding, communications and sustainability goals.

References

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