

OHIO PARTNERSHIPS FOR SUCESS GRANT PROGRAM

Ohio Department of Mental Health and Addiction Services

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

**Prepared by:
Impact Prevention
September 2019**



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Acknowledgments

The River Hills Prevention Connection acknowledges the time and efforts that coalition members and other local stakeholders contributed to the sustainability module.

Training and technical assistance for Ohio communities to engage in the Community Readiness Assessment process was provided by Ohio University's Voinovich School of Leadership and Public Affairs and the Pacific Institute for Research and Evaluation with funding from the Ohio Department of Mental Health and Addiction Services to support the Strategic Prevention Framework Partnerships for Success (SPF-PFS) Evaluation (Grants #15151, #1700504, #1800248, and #1900525). Funding for the SPF-PFS is provided by the Substance Abuse and Mental Health Services Administration's (SAMHSA) Center for Substance Abuse Prevention (CSAP); Funding Opportunity SP-14-004.

Ohio's SPF-PFS Evaluation Team (OSET) would like to express deep gratitude to the SPF-PFS Project Directors and Ohio's Coaching and Mentoring Network (OCAM) for their feedback in this iteration of the Sustainability Module as well as the creation of the Sustainability Checklist to support others interested in utilizing the module as they consider how to sustain the good work their coalitions are engaged in. All of Ohio's materials for sustainability may be found on the project's [website](https://pfs.ohio.gov/) (<https://pfs.ohio.gov/>).

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 River Hills Prevention Connection's work on the Sustainability Module are presented in this document.

County Name: Lawrence

Coalition Name: River Hills Prevention Connection

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.

Key individuals include the following:

Mollie Stevens, Impact Prevention, CEO (Substance Abuse Prevention Sector)

Susan Heald, River Hills Prevention Connection, Coalition Coordinator (Service Organization Sector)

Eddie Neel, Impact Prevention, Youth Coordinator (Prevention Sector)

Prevention Data Committee: Diva Justice, Our Lady of Bellefonte Hospital (Medical); Mark Cumpston, Wealth Management (Business); Daniel Remley, Ohio State University Extension (Youth Serving Sector); Debbie Fisher, Lawrence County Health Department, (Health Care Sector); Eden Silva, Impact Prevention Youth-led team member, (Youth Sector);

Ms. Stevens was asked to serve on the sustainability team to provide insight on history of the initiative and future possibilities of resources to continue Strategic Prevention Framework Partnerships for Success (SPF-PFS) work. Impact Prevention is the backbone agency for the initiative and she has a direct interest in SPF-PFS success as agency founder. Susan Heald is the Coalition Coordinator for River Hills Prevention Connection. Ms. Heald has served the initiative during crucial times of information collection such as Community Readiness, Listening Sessions and Coalition Development training. Eddie Neel was invited to be part of the team to assist in growing the number of schools participating in OHYES! Data collection. He is programs coordinator and a key player in bringing the schools to the table to move forward with OHYES! In all schools in the county. The Sustainability Team has engaged in Technical Assistance/trainings; are committed to the success of the initiative and all live and work in the community we serve.

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.**

Impact Prevention will maintain connections with the 8 school districts in Lawrence County to ensure participation in the Ohio Healthy Youth Environment Survey (OHYES!) Data collection each year. OHYES! Data collection is key for the continuance of a data driven process to identify needs and implement evidence-based strategies within the community. Previous years we had commitment from three districts to collect OHYES!. This year we have MOU’s from eight schools which will provide a comprehensive database for Lawrence County as a whole. Utilizing OHYES! has afforded Impact Prevention Youth-Led Team to gain the data necessary to provide effective prevention strategies in the schools.

By September 20, 2019 OHYES! Data Assessment will be implemented in eight schools (Chesapeake, Dawson-Bryant, Fairland, Ironton City, Ironton Catholic, South Point, Rock Hill and Symmes Valley Districts) in Lawrence County Ohio.

By March 31, 2020 convene a new Prevention Data Committee to analyze results through our youth-led prevention (youth council) programming through the SPF process to create a Logic Model Map specific to the county as a whole.

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?)

The SPF=PFS Initiative has allowed us to collect valuable information/data from students in our community. This would not have been accomplished otherwise. The SPF-PFS initiative has given our county the technical assistance and training necessary to connect with community groups and establish a baseline of needs to plan our prevention work effectively.

Training and technical assistance received through our involvement in the SPF-PFS initiative are valued by our community and the leadership team. The public (including our coalition) is aware of the following actions that have occurred via this data driven initiative:

-Establishment of a Prevention Data Committee to analyze OHYES! Outcomes to identify a Problem of Practice (or focus).

- Key informants were interviewed to establish community readiness around the issue of underage drinking.

-Youth and adult listening sessions were conducted to gain qualitative data regarding underage drinking underlying causes.

-OHYES! implementation is taking place in 8 school districts in our county in September of 2019.

Having data available for use in continuing a data driven approach to creating community level change is valued by our Youth-led Team, the county school districts, River Hills Prevention Connection (coalition) and Impact Agency (staff) through evidence-based prevention strategies.

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)?

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
<p>Institutional supports, structures, and/or policies that support our SPF-PFS initiative include:</p> <ul style="list-style-type: none"> • Grant funding, personnel, improved technical skills to use the SPF process and Tri-ethnic Model, and community by-in on data collections. • OHYES! Data collection is free for schools/communities to utilize. • River Hills Prevention Connection (Coalition) has experienced growth in numbers of individuals at our meetings and community members are interested in what is happening within the group. 	<p>Of the structures, which could be strengthened to ensure sustainability of SPF-PFS Initiative include:</p> <ul style="list-style-type: none"> • Resources to continue personnel and on-going training to support staff development. The school districts reliance on OHYES! Data collection as a free tool.
Opportunities	Threats
<ul style="list-style-type: none"> • The following structures are still needed to ensure sustainability of the SPF-PFS initiative: • Continued by-in of coalition sectors and schools to continue OHYES! The need to educate community leaders, school staff and others about the time necessary for a change in family communication trends to change. 	<ul style="list-style-type: none"> • The following structures or are blocking or obstructing SPF-PFS Initiative: • Continuation of resources to maintain and increase staffing patterns to address behavioral and knowledge change of youth. • Discontinuation of OHYES! Data collection as a free tool for use by schools/communities.

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.

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:	
Strengths	Weaknesses
<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? 	Of the resources listed, which are insufficient?
Opportunities	Threats
<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? 	Of the resources listed, which are vulnerable?

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"> • During SPF-PFS we have grown a stronger relationship with our local schools. They have a new interest in prevention. • Our Adult and Youth Coalitions are growing in numbers and feeling more comfortable with the SPF process and their ability to create community level change. • SPF-PFS has provided the leadership team with essential training and support to complete the SPF process and assist others in seeing the value of a data driven logic model to support prevention work. The skills and expertise gained by the leadership team through the SPF-PFS process will increase internal capacity to sustain our project because we have data to consider in future strategy identification and a better understanding of the steps to create a concrete logic model chain. These will be essential in acquiring continuation resources. • We have just learned that we have been awarded a SAMSHA grant for continuation of SPF-PFS work for five years. 	<ul style="list-style-type: none"> • The school dependence on Prevention strategies offered through this process. Meaning our agency needs to have resources to sustain this initiative. • Also, a weakness would be for only Impact Prevention's avenues of funding supporting these efforts.
Opportunities	Threats
<ul style="list-style-type: none"> • The new relationships built through this process has allowed for growth in our prevention efforts within our coalition as well as our school-based youth-led prevention teams. • The data collection process of adding 5 additional school districts this year will allow for a broaden more comprehensive approach at problem areas of focused based on actual data from across our county. • Our Adult and Youth Coalitions are now well positioned to have a great impact on our problem area of focus. The Adult Coalition is also well prepared with many community sectors on board to apply for grants and other resources beyond this initiative for long term sustainability. • This process has also given valuable trainings that have been shared within the coalition in order to continually focus on the needs within the community. • Continued training and technical assistance will be a valuable asset to the long-term effectiveness. • 	<ul style="list-style-type: none"> • Lack of long-term diverse funding and limited staffing could pose a threat to the sustainability of these efforts. • Another threat would be if the training and technical assistance would not be available.

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?

SPF-PFS has led to new relationships and community support for the OHYES! Data Collection in the Schools. OHYES! Collection is key for our youth-led teams to continue to identify environmental strategies to address trends and problems county-wide and within each district.

One potential obstacle to OHYES! continuation would be data collection tool becoming a fee for implementation service. Our staff has received technical assistance and training through this process that will allow us to continue SPF-PFS effectively in the future. The OHYES! Collection will allow our youth-led team and Adult Prevention Data Committee to continue to analyze and create data driven implementation plans. The SPF has strengthened Coalition capacity and gained strong community support which would be very difficult to sustain without proper funding.

One key next step would be to continue building positive relationships with our local schools and the community at large to maintain momentum gained through the SPF-PFS project. Continued community support and awareness will be necessary for measurable outcomes around strategy implementation to be available which could possibly take five to seven years.

References

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