

OHIO PARTNERSHIPS FOR SUCES GRANT PROGRAM

Ohio Department of Mental Health and Addiction Services

OHIO SPF-PFS INITIATIVE SUSTAINABILITY MODULE HOLMES COUNTY

**Prepared by:
REACH (Resources, Education, and Action
County Hub)
September 2019**

This page is intentionally blank.

Acknowledgments

The Resources, Education, and Action County Hub (REACH) 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 Resources, Education, and Action County Hub (REACH)'s work on the Sustainability Module are presented in this document.

County Name: Holmes

Coalition Name: Resources, Education, and Action County Hub (REACH)

Date: 8/30/19

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.

Our coalition has selected the key players in the building process of our sustainability plan. These key players were selected for their knowledge of the community and support of the sustainability efforts of our coalition. J. Greg, Mark, and Rhiannon are from the non-profit sector and have strong skills in leading and collaborating on these projects. Judy is from the government sector and can assist with securing the funding needed to keep the coalition sustained. Pam represents various sectors of the community through her work with the Family and Children First Council and brings strong assets with her collaborations. Dawne represents our schools and brings strengths of her role at the school to the team. The key players include the following coalition members:

J. Greg Morrison – Prevention Specialist, Youth Development Advisor, Anazao Community Partners.
Mark Woods - Executive Director of Anazao Community Partners

Judy Wood – Executive Director, Wayne-Holmes Mental Health and Recovery Board
 Rhianon Whalen-Harris – Director of Community Relations and Prevention, One Eighty
 Pam Semenyra – Holmes County Family & Children First Council
 Dawne O'Donnell – Counselor, West Holmes High School

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.**

Organizations and/or Projects and Relationships:

- Our partners discussed the objective/goal that we need to sustain and it was decided that the focus is the sustainability of our coalition and its efforts within the Holmes County Community. Our coalition has made progress on our goals to reform a county coalition as well as launch and sustain our strategic plan to address underage alcohol use in Holmes County. As a group we have become stronger and feel that it is important we sustain these efforts at the end of the PFS-SPF project. We have a momentum working towards cultural change and support started through this coalition and believe strongly in the need to keep this momentum forward moving.
 - o As a part of our coalition’s initiative, we would like to sustain our media messages through our Facebook page as well as possibly continuing the newsprint and radio ads. This would be done together with our coalition partners guiding the content through a data-based process to determine the needs of our community.

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?)

Through our SPF-PFS initiative, REACH Holmes County has become a priority for our community partners in sustaining prevention efforts in Holmes County. Through REACH, we are building community collaborations around our prevention initiatives and we are receiving encouraging feedback on the positive effect this group has already made within the community. Our community is conservative and firmly supports the efforts we have initiated to reduce underage drinking. The community also values the fact that we are continuing to keep our underage drinking numbers low. As a leadership team, we value both the results we are seeing among the youth of our community as well as seeing the positive impact being made by our partners working so closely together. As we have implemented a new data tool, the 'OHYES!' survey, we have seen coalition support from the schools increase and these partnerships with us will allow REACH to continue to collect data as well as develop opportunities to further reach our youth and community. We have positive support in the efforts to continue this coalition and therefore we feel that maintaining REACH is key to continuing our work in prevention.

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)?

By structuring our SPF-PFS initiative, REACH Holmes County, as an overall community coalition with a wide scope, particular elements of the initiative have different timetables which has increased stability. Braiding stakeholders and funding is key to stability even when funding is less available. REACH is, generally, consisted of the Holmes County Commissioners, Partners for Wellness, Safe Communities, school-based prevention, our REACH campaign, Opiate County Hub and community-based violence prevention components. The REACH campaign requires the greatest strengthening, financially, to ensure the sustainability of the SPF-PFS initiative. Collectively, the broad array of components are needed to bring stability, and sustainability, to the whole.

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
Key stakeholders such as the county commissioners, integration with other county health organizations and providers, and the creation of REACH as a county hub for all prevention efforts.	Identifying funding to continue our prevention messaging media campaign, future campaigns and coalition operating costs lead as the biggest weakness.
Opportunities	Threats
There are possibilities for funding through the strengths of our community partnerships.	Community norms that favor conditions that contribute to youth substance use.

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.

As the lead agency, Anazao has restructured our prevention department by aligning roles with staff strengths. This internal capacity-building was afforded by the SPF-PFS initiative and allowed for the restructuring of REACH as a multi-faceted coalition. This brings structural and financial stability in a broader array of stakeholders/members, opportunities for shared and braided resources and efficiency. Partnering with One Eighty and the organizations participating in the Holmes County Community Health Improvement Plan as well as the Holmes County Family and Children First Council has built networks through which REACH goals are included across the community and the coalition itself is entrenched-in and supported by other, related networks. Financial resources will be necessary to sustain the SPF-PFS initiative and these are vulnerable. These may be attained through networked partners, or more likely through furthering the positive outcomes of the initiative and leveraging these outcomes into future funding. To maintain positive outcome gains, we need to maintain strong core school-based prevention programming as well as a public relations/social campaign expertise to spread messaging and its impact. Social campaign expertise is vulnerable without extended funding (as this is currently contracted), but our staff is learning this skill as we implement current strategies.

Table 2. *SWOT Analysis of Operational Capacity*

Strengths	Weaknesses
Pairing REACH staff roles with staff personal strengths.	Staff time as an operational cost to Anazao.
Opportunities	Threats
Partnerships with stakeholders allows for sharing coalition responsibilities.	The few prevention staff will need to continue to provide oversight to coalition workgroups and operation to ensure fidelity.

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?

We have strong partnerships and have used efficiency as a value-add to key stakeholders. By combining four other “community meetings” together into REACH, our opportunity at the sustainability of all core areas improves. We have also worked to ensure that REACH goals are included in the Holmes County Community Health Improvement Plan and the Holmes County Family and Children First Council has adopted parts of REACH goals into their shared plan. Thus, REACH has built network efficiency and a shared vision. Each of these helps to position REACH well for sustainability. However, the core service vulnerability is a social norms campaign that requires expertise and service (printing and publication) that are purchased rather than inherent in the coalition. Funding, then, is the most significant obstacle to sustainability. We are, however, optimistic about this next crucial step of leveraging our network efficiency and outcomes to secure needed funding from local sources or from outside the community crucial next-step for REACH.

References

- Mancini, J. A., & Marek, L. I. (2004). Sustaining community-based programs for families: Conceptualization and measurement. *Family Relations*, 53, 339-347. doi: 10.1111/j.0197-6664.2004.00040.x
- Moore, M. H. (1995). *Creating public value: Strategic management in government*. Cambridge, MA: Harvard University Press.
- Weiss, H., Coffman, J., & Bohan-Baker, M. (2002). *Evaluation's role in supporting initiative sustainability*. Retrieved from Harvard Kennedy School of Government website:
<http://www.hks.harvard.edu/urbanpoverty/Urban%20Seminars/December2002/Weiss.pdf>
<http://www.hks.harvard.edu/urbanpoverty/Urban%20Seminars/December2002/Weiss.pdf>