

**You have succeeded.
Now what?**

Leonard De La Cruz
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To err is human.

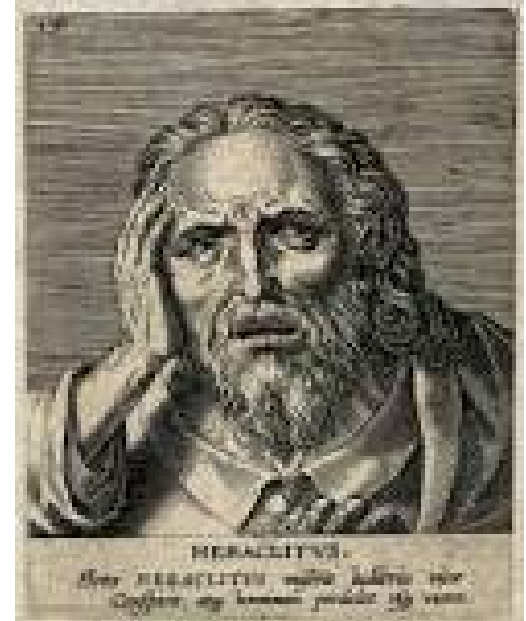


To drift is human.



“The only thing that is constant is change” – *Heraclitus*

- ▶ Staffing conditions
- ▶ Changing amount of resources
- ▶ Competing priorities
- ▶ New evidence
- ▶ New “players”
- ▶ New regulations
- ▶ and so on and so forth...



Program Life Cycle

Stages

- ▶ Initiation
- ▶ Development and adoption
- ▶ Implementation
- ▶ Sustainability (or discontinuation)
- ▶ Dissemination



Source: Scheirer, Mary Ann. Is Sustainability Possible? A Review and Commentary on Empirical Studies of Program Sustainability. *American Journal of Evaluation*. 2015; 26:320.

What is Sustainability?

- ▶ Maintenance
- ▶ Durability
- ▶ Institutionalization
- ▶ Routinization
- ▶ High fidelity



Influences on Sustainability

- ▶ Innovation Characteristics
- ▶ Organizational Context
- ▶ Capacity (Internal and External)
- ▶ Processes and Interactions

Source: Stirman, W. et al. The Sustainability of New Programs and Innovations: A Review of the Empirical Literature and Recommendations for Future Research. *Implementation Science*. 2012; 7:17.



Innovation Characteristics

- ▶ Fit
- ▶ Ability to be modified [but keep core components]
- ▶ Effectiveness or benefit
- ▶ Ability to maintain fidelity/integrity



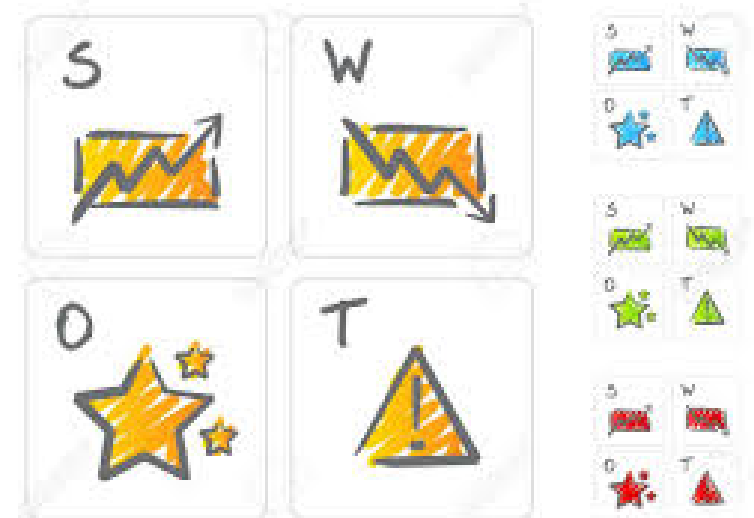
Organizational Context

- ▶ Climate
- ▶ Culture
- ▶ Leadership
- ▶ Setting characteristics (structure; policies)
- ▶ System/policy change



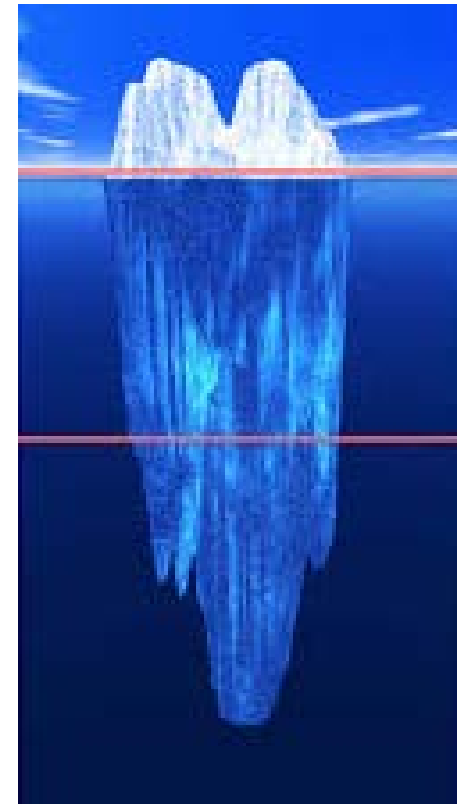
Capacity (Internal and External)

- ▶ Champions (internal or external)
- ▶ Funding
- ▶ Workforce (staffing, attributes)
- ▶ Resources
- ▶ Community/stakeholder support/involvement



Processes and Interactions

- ▶ Engagement/relationship building
- ▶ Shared decision making among stakeholders
- ▶ Adaptation/alignment
- ▶ Integration of rules/policies
- ▶ Evaluation and feedback
- ▶ Training and education
- ▶ Collaboration/partnership
- ▶ Navigating competing demands
- ▶ Ongoing support
- ▶ Planning



Fidelity–maintenance Strategies

- ▶ Training and supervision
- ▶ Audit and feedback
- ▶ Building triggers into the process of care
- ▶ Checklists
- ▶ Reminders



Routinization/Institutionalization

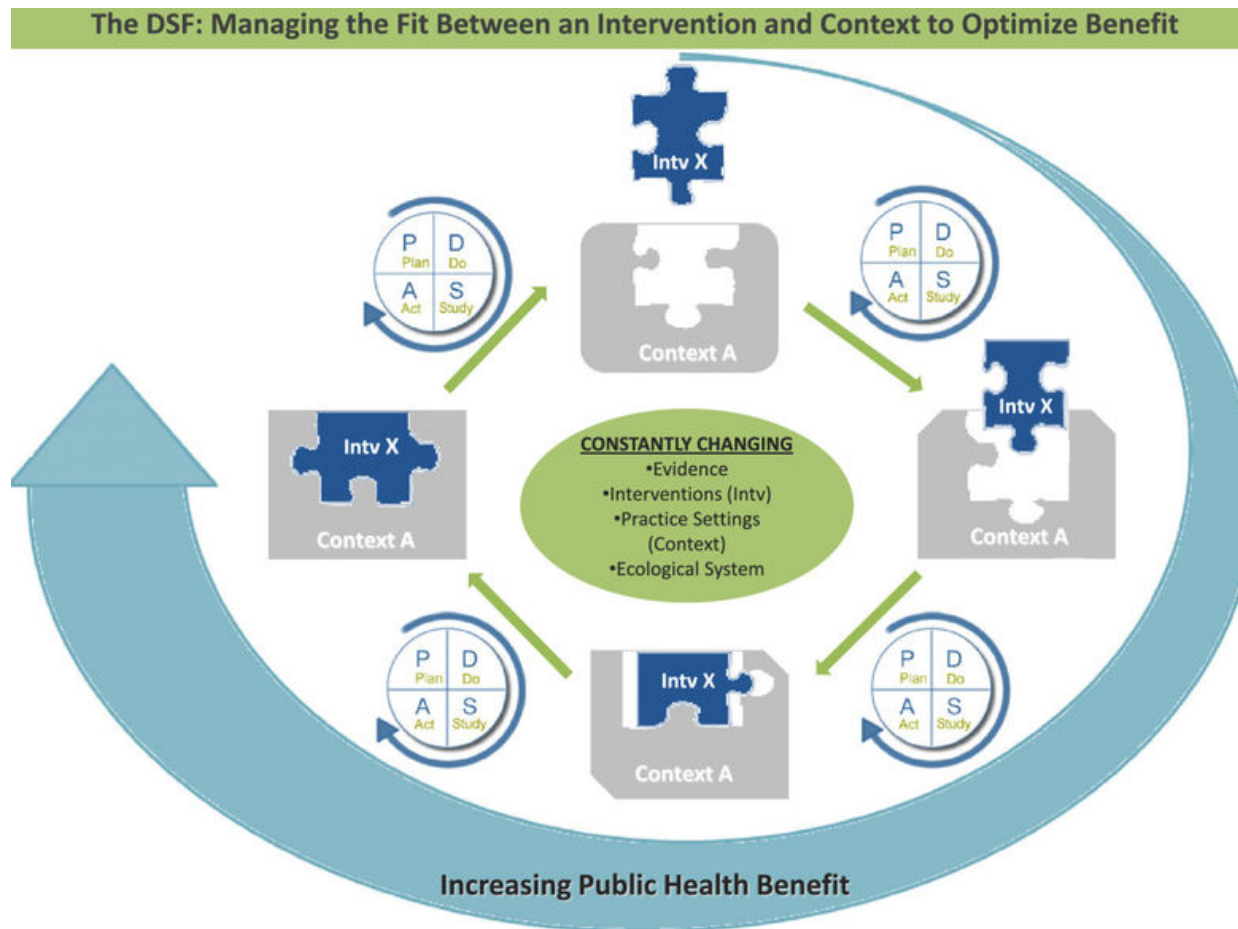
Elements:

- ▶ Budget – supported by hard money and survives annual budget cycles
- ▶ Personnel – job description, survives leadership turnover, key staff promoted, activities spread to all users
- ▶ Supply and maintenance – provided by hospital and survives turnovers
- ▶ Training – taught in many training cycles, become part of professional standard
- ▶ Organizational governance – recognized as permanent, recognized in manuals, procedures, and regulations

Source: Yin, R.K. Life Histories of Innovations: How New Practices Become Routinized. *Public Administration Review*. 1981; 41: 21–28.

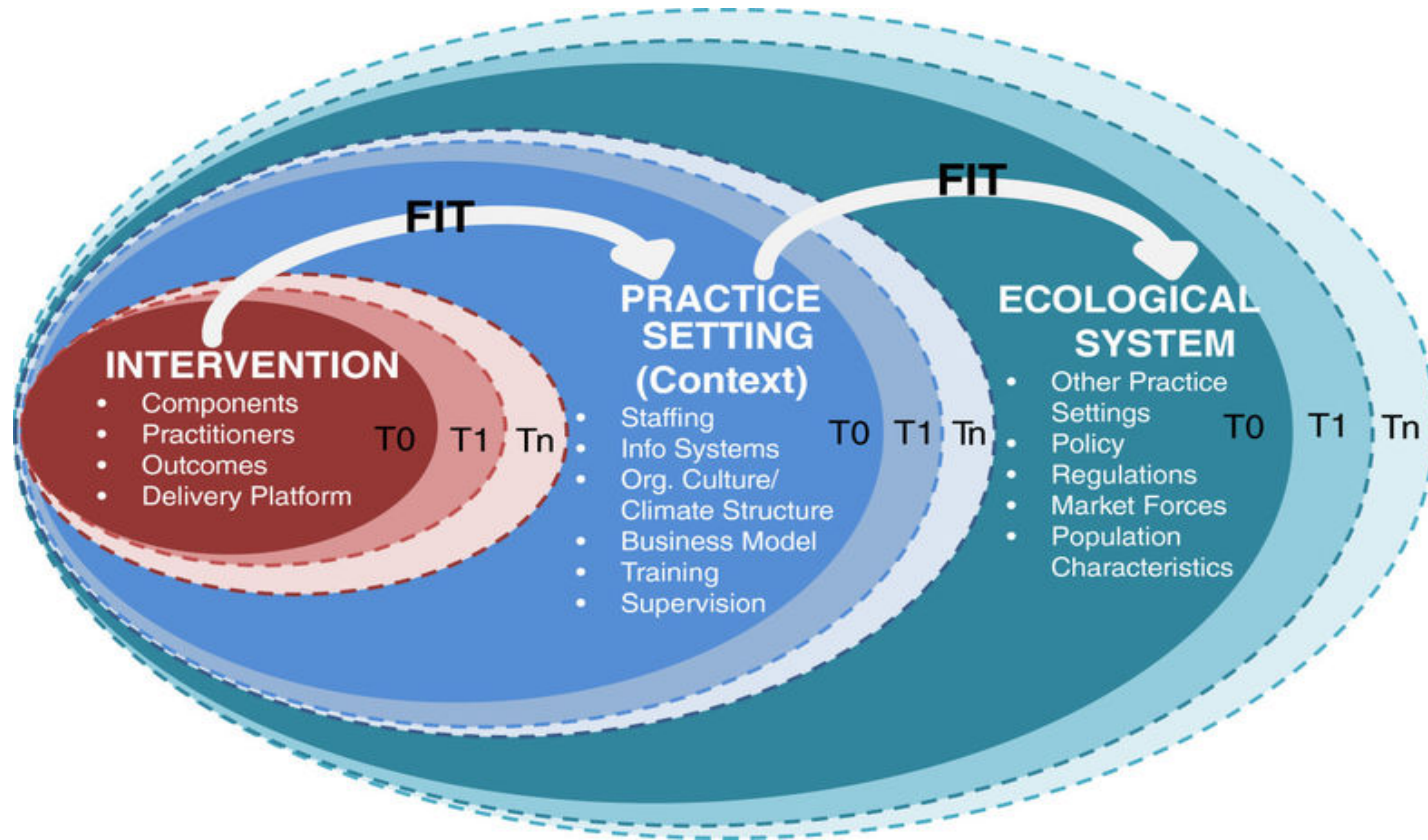


Fit



Source: Chambers, D. A., R. E. Glasgow, & K. C. Stange. The dynamic sustainability framework: addressing the paradox of sustainment amid ongoing change. *Implementation Science*. 2013; 8:117.

Dynamic Stability Framework



Source: Chambers, D. A., R. E. Glasgow, & K. C. Stange. The dynamic sustainability framework: addressing the paradox of sustainment amid ongoing change. *Implementation Science*. 2013; 8:117.

Static vs Dynamic Sustainability

Contrasting static views of sustainability with the dynamic sustainability framework

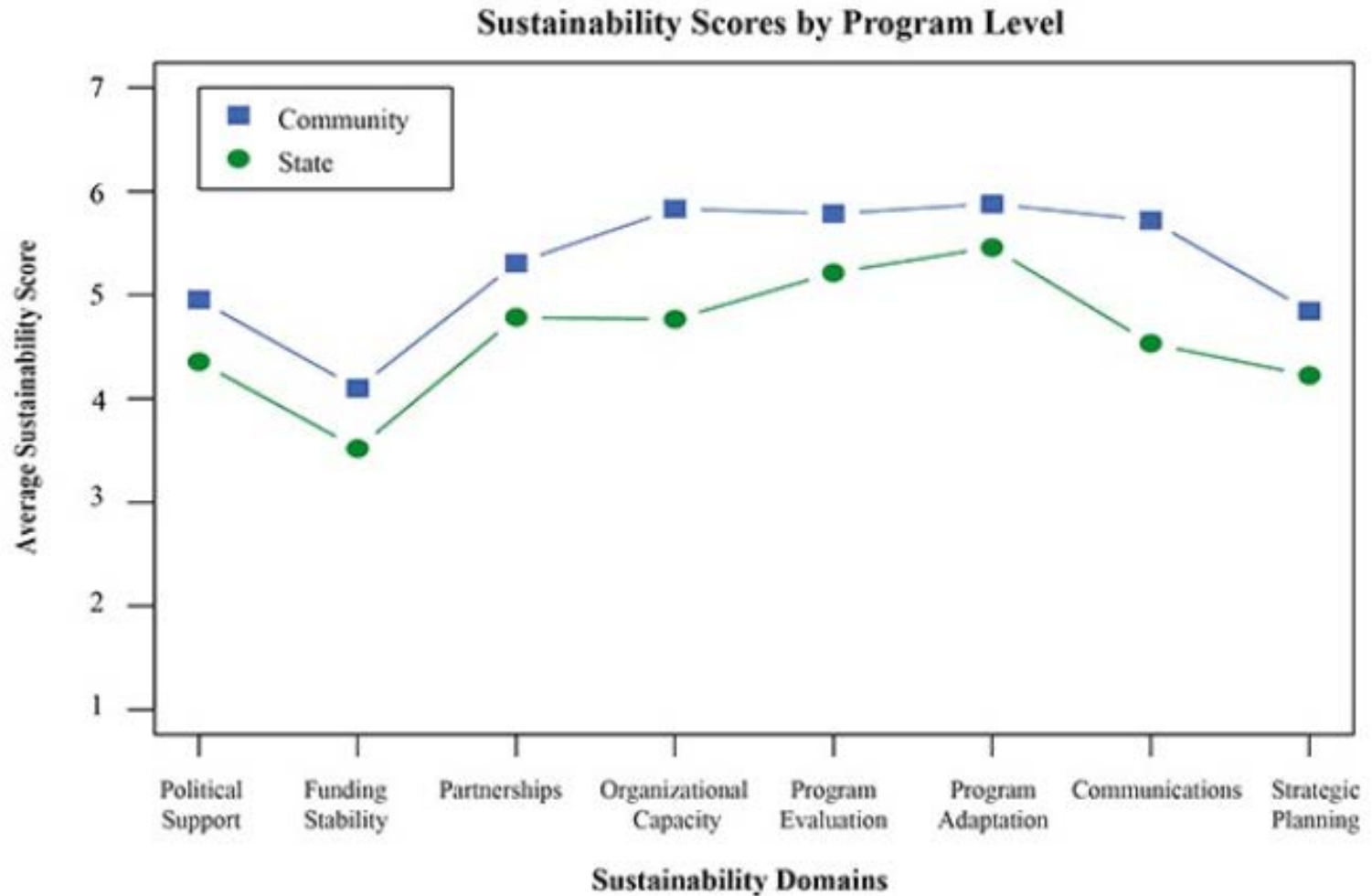
	Static view	Dynamic sustainability view
Adaptation	Bad; avoided/eliminated	Inevitable; encouraged, monitored and guided by evidence
Context assessment	Initial or during implementation	Ongoing
Outcomes assessment	During study by researchers	Incorporated as part of organization
Review of evidence	Initial- from efficacy studies	Ongoing; from convergent sources including replications
Staffing issues (<i>e.g.</i> , turnover) and variations	Ignored/feared	Planned for; investigated
Generates new knowledge	No	Yes, feedback to other areas of science and to earlier stages

Source: Chambers, D. A., R. E. Glasgow, & K. C. Stange. The dynamic sustainability framework: addressing the paradox of sustainment amid ongoing change. *Implementation Science*. 2013; 8:117.

**Performance Improvement is a
continuous process**



Building Sustainable Programs



Source: Luke, D. A., et al. The Program Sustainability Assessment Tool: A New Instrument for Public Health Programs. *Prev Chronic Dis.* 2014; 11:E12.

Building Sustainable Programs

Building Sustainable Programs: The Framework. *U.S. Department of Health and Human Services, Office of Adolescent Health.* 2014.

1. Create an action strategy
2. Assess the environment
3. Be adaptable
4. Secure community support
5. Integrate program services into community infrastructures
6. Build a leadership team
7. Create strategic partnerships
8. Secure diverse financial opportunities



**It's time for us to create a
health care institution
sustainability framework.**



Key Take-aways

- ▶ Is your program a “fit” for the current environment?
- ▶ Is your program “dynamic” with high fidelity?
- ▶ Are the benefits “delivered” to all the stakeholders, including staff and leadership?
- ▶ Who’s your champion and does he/she have continued support?
- ▶ Perform continuous evaluation, feedback, and training. Don’t rest on your laurels! Remember: out of sight, out of mind.



