Training Overview

- Welcome Remarks
- Introductions

Objectives

- Describe the sustainability planning process.
- Identify individuals to include on your planning teams.
- Use QI tools to facilitate sustainability planning meetings.
...PHF Mission:

We improve the public’s health by strengthening the quality and performance of public health practice

http://www.phf.org

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“Today, more than ever, community leaders understand that improving the health and well-being of individuals and families means changing health-related behaviors—and that means addressing factors that influence those behaviors. In light of changing funding opportunities and increased competition for resources, communities need to ensure that they maintain the capacity to work in partnership to identify and address public health challenges, and that their resulting health initiatives can have lasting—that is, sustainable—impact.”
Sustainability

- Is not just about funding.
- Is it about creating and building momentum to maintain community-wide change by organizing and maximizing community assets and resources.
- It means institutionalizing policies and practices within communities and organizations. From the outset, sustainability requires an approach that emphasizes the development of a network of community practitioners who understand and can lead community efforts.
- It also means involving a multiplicity of stakeholders who can develop long-term buy-in and support throughout the community for your coalition’s efforts.
Working Definition of Sustainability

A community’s ongoing capacity and resolve to work together to establish, advance, and maintain effective strategies that continuously improve health and quality of life for all.
Why Develop a Sustainability Plan?

- Developing a plan is a critical part of the sustainability process. A plan can help your coalition:
  - Obtain input and buy-in from coalition members and key external decision-makers.
  - Define critical long- and short-term strategies.
  - Create an organizational plan to attract and make the best use of human, financial, and in-kind resources for achieving these strategies.
Key Elements of Sustainability

In order for sustainability to become a reality, coalitions need:

- Buy-in and support from key decision-makers as well as community volunteers.
- Sufficient leadership, funding, and channels of communications.
- Procedures in place to monitor results through enforcement and compliance, and to modify strategies accordingly.
Key Elements of Sustainability

Coalitions also need to:

- Create a long-term plan for ensuring the viability of the coalition or initiative.
- Develop a diverse funding portfolio, collaborative leadership, and marketing/branding strategies.
- Ensure that all community stakeholders are ready to respond to a changing environment.
Planning Team

- Responsible for discussing relevant issues, making decisions, and ultimately implementing the sustainability plan.

- Reminder: While the size of this team is whatever best suits your coalition, remember that demands for communication and staff support increase as the number of people involved in the planning process increases.

- Ultimately, it is important to include both internal and external representatives.
Planning Team

To ensure that your effort is valued in the community, consider inviting (or solicit input from) key *external* representatives from:

- Community officials (e.g., from city hall or the local transportation authority)
- Businesses or corporations
- Nonprofit organizations or foundations
- Other groups (e.g., faith-based, recreation, neighborhood homeowner associations)
- Local, regional, and state policy-making groups
Planning Team

Internal stakeholders can also be involved in the planning process as long as they meet the needs of your coalition's planning effort and overall strategic goals. Included individuals may include (but are not limited to):

- Executive or steering committee members
- Coalition coordinators and project managers
- Staff and volunteers
The Six Step Planning Process

- Step 1: Discuss Sustainability with Coalition Members
- Step 2: Assessment – Discover Your Driving and Restraining Forces
- Step 3: Identify Possible Activities for Sustaining Efforts
- Step 4: Prioritize Activities
- Step 5: Implement Sustainability Activities
- Step 6: Communicate Sustainability Efforts
Step 1: Discuss Sustainability

- Discuss sustainability with coalition members.

- Create a shared understanding of what sustainability means to your coalition and other key community stakeholders.
  - May need to develop a mission statement
  - May need to develop a vision statement

- Develop a planning timeline and a structure for conducting/running meetings.
Step 1: Small Group Work

Brainstorm characteristics/traits of successfully sustained projects.

(Record your responses on flip chart paper.)
Step 2: Assessment

- In thinking about your coalition’s work, identify your current state.

- Using your understanding of what sustainability means to your coalition and other key community stakeholders, identify your desired state.
Step 2: Assessment – Force Field Analysis

- Brainstorm the positive factors that can/will help you move toward your desired state (driving factors).

- Brainstorm the negative factors that have/may held you back from moving forward (restraining factors).

- Create your Force Field Diagram.
Force Field Diagram - Basic

Positive Forces

Current State

Negative Forces

Desired State
Force Field Diagram

Positive Forces

- Availability
- No Cost
- System to call when shots needed
- Convenient Location

Negative Forces

- Low Immunization Rates
- Long wait times
- Pt. does not understand need
- Difficult process
- Physician Issues
- Pt. lost in referral process
- Poor Customer Satisfaction

Increase Immunizations Rates

Low Immunization Rates
Step 2: Assessment – Force Field Analysis

- For each positive factor, rate the factor’s strength (scale of 1-5; 1 being weak, 5 being strong)

- For each negative factor, rate the factor’s strength (scale of 1-5; 1 being weak, 5 being strong)
**Force Field Analysis**

Change Issue

Re-design process for conducting MBCHP Treatment Act member annual reviews

<table>
<thead>
<tr>
<th>Driving Force (Positive)</th>
<th>Force Strength</th>
<th>Restraining Force (Negative)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need an improved process to save time</td>
<td>5</td>
<td>Used to current process</td>
</tr>
<tr>
<td>87 overdue annual reviews</td>
<td>4</td>
<td>Fear of changing current process</td>
</tr>
<tr>
<td>Supported by Program Director</td>
<td>3</td>
<td>Don't want to spend time analyzing problem</td>
</tr>
<tr>
<td>Supported by Enrollment Team Data Manager</td>
<td>2</td>
<td>Requires change in &quot;how&quot; reviews conducted</td>
</tr>
<tr>
<td>Catch up backlog of reviews</td>
<td>1</td>
<td>Problem seems too big</td>
</tr>
<tr>
<td>Cross-team coordination</td>
<td>0</td>
<td>Spend time designing new process</td>
</tr>
<tr>
<td>Reduce &quot;wait time&quot; on reviews</td>
<td>1</td>
<td>No guarantee would save time</td>
</tr>
<tr>
<td>Reduce percentage of time reviews take for % of members</td>
<td>2</td>
<td>Case manager loses &quot;control&quot; of part of process</td>
</tr>
<tr>
<td>Involve Provider Network Team in process</td>
<td>3</td>
<td>Involves more staff</td>
</tr>
<tr>
<td>Results in more staff integration</td>
<td>4</td>
<td>Spend time testing new process</td>
</tr>
</tbody>
</table>

Maine CDC, Division of Chronic Disease, Maine Breast and Cervical Health Program
Step 2: Small Group Work

1. Brainstorm restraining and driving factors.

2. Rate the strength of each factor.

(Draw your force field diagram on flip chart paper.)
Step 3: Identifying Activities to Sustain Efforts

- Brainstorm activities to move continue efforts in the community.

- One tool you can use is a Solution and Effect Diagram.
Step 3:
Identifying Activities to Sustain Efforts

Solution and Effect Diagram

- Used to identify:
  - Changes
  - Recommendations

- Allows planning team members to share their ideas – open communication

- Helps teams operationalize big picture ideas
Solution and Effect Diagrams – Construction

- Write the desired state on the left hand side of the page and draw a box around it with an arrow running to it.

- The desired state is the effect.
Solution and Effect Diagrams – Construction

- Generate ideas as to what are the Major Solutions of the effect
- Label these as the major branch headers
For each Major Solution category brainstorm ideas as to what are the related sub-solutions that might contribute to achieving the desired state.

- Use the 5 How techniques when a solution is identified.
- Keep repeating the question until no other solutions can be identified.
- List the sub-solutions using arrows.
5 How’s Technique

Solution

How?

How?

How?

How?
Step 3: Small Group Work

1. Brainstorm possible activities to help achieve your desired state.

2. Develop a Solution and Effect Diagram.

(Draw your force field diagram on flip chart paper.)
Step 4: Prioritizing Activities

- After having identified potential activities, you need to prioritize activities.

- Assessment - Control vs Influence

- Prioritizing can be done in a variety of ways
  - Nominal Group Technique
  - Impact – Difficulty Matrix
Step 4: Prioritizing Activities

Impact - Difficulty Matrix: Why use it?

- To visually show (in one graphic) the anticipated impact and difficulty of implementation of your proposed solutions.
- Allows for dialogue among members of the planning team
- Helps identify short-term and long-term activities
- Helps prioritize solutions.
Step 4: Prioritizing Activities

- Constructing an Impact-Difficulty Matrix
  - Review the activities under each branch (header) on your Solution and Effect Diagram
  - Number each activity under each branch (e.g., S1, S2, S3, S4, etc.)
  - For each activity (e.g., S1), ask the team the following:
    - What impact will this activity have on helping us achieve our desired state?
    - What will the difficulty be in implementing this activity?
      - You can use the information from the control vs influence discussion to help determine difficulty.
      - You can use the sub-arrows (under each main activity) to help determine difficulty.
Step 4: Prioritizing Activities

Constructing an Impact-Difficulty Matrix

- Determine a final impact rating for each activity (on a scale from 1-10; 1 being little to no impact, 10 being extremely impactful).
- Determine a final difficulty rating for each activity (on a scale from 1-10; 1 being very easy, 10 being extremely difficult).
- Draw a 2x2 chart (with impact on the vertical axis and difficulty on the horizontal axis).
- Plot each activity on the 2x2 chart according to its final rating.
Step 4: Prioritizing Activities

- Analyze your proposed activities
  - Which activities are high-impact, low-difficulty?
  - Which activities are high-impact, high-difficulty?
  - Which activities are low-impact, low-difficulty?
  - Which activities are low-impact, high-difficulty?
I—High Impact  
Low Difficulty  
S1

II—Low Impact  
Low Difficulty  
S2  
S3

III—High Impact  
High Difficulty  
S4  
S5

IV—Low Impact  
High Difficulty  
S6
Step 4: Small Group Work

1. Number each of your proposed activities.

2. Discuss whether you have control of the activity or will influence the implementation of the activity.

3. Rate the impact and difficulty of each activity.

4. Develop a 2x2 chart on flip chart paper.

5. Plot each activity according to its rating.
Step 5: Implementing Sustainability Activities

To assure activities are implemented it is important to develop a plan for moving forward.

The plan should include:
- Short-term and long-term activities
- Person(s) responsible for each activity
- Timeframes

The plan may also contain:
- Resources
- Status indicators
Step 5: Implementing Sustainability Activities

Gantt Charts
Planning for Implementation
Reasons to use

- A great deal of time, resources, energy, emotion spent on identifying solutions
- Assures a smoother execution
- Details steps, predecessors, and timeline
- Determination of who needs to be involved
- Builds in accountability
Horizontal Axis

The Gantt chart is constructed with a horizontal axis representing the total time span of the project, broken down into increments (days, weeks, or months).
**Vertical Axis**

The Gantt chart is constructed with a vertical axis representing the tasks that make up the project.

![Gantt Chart Image]
The Gantt chart is constructed with a graph area which contains horizontal bars for each task connecting the period start and period ending symbols.
<table>
<thead>
<tr>
<th>ID</th>
<th>Task Mode</th>
<th>Task Name</th>
<th>Duration</th>
<th>Start</th>
<th>4th Quarter</th>
<th>1st Quarter</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>9.2.2.3.1: Write Policy &amp; Procedure on Electronic Storage of Policies and Procedures</td>
<td>21 days</td>
<td>Fri 10/1/10</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td></td>
<td>9.2.2.3.2: Get approval from Management Team on Policy</td>
<td>11 days</td>
<td>Mon 11/1/10</td>
<td></td>
<td></td>
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<tr>
<td>3</td>
<td></td>
<td>9.2.2.3.3: Get Board of Health approval on Policy</td>
<td>8 days</td>
<td>Mon 11/15/10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>9.2.5.3.1: Write Job Description for new Finance Director</td>
<td>44 days</td>
<td>Tue 3/1/11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>9.2.5.3.2: Get AFSCME approval for job</td>
<td>22 days</td>
<td>Mon 5/2/11</td>
<td></td>
<td></td>
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<tr>
<td>6</td>
<td></td>
<td>9.2.5.3.3: Hire Finance Manager</td>
<td>43 days</td>
<td>Wed 6/1/11</td>
<td></td>
<td></td>
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<tr>
<td>7</td>
<td></td>
<td>9.2.1.1.1: Determine cost of position</td>
<td>11 days</td>
<td>Fri 10/1/10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>9.2.1.1.2: Determine grant funding to support position</td>
<td>11 days</td>
<td>Fri 10/15/10</td>
<td></td>
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<tr>
<td>9</td>
<td></td>
<td>9.2.1.1.3: Determine if any tax funding can be applied to position</td>
<td>11 days</td>
<td>Mon 11/1/10</td>
<td></td>
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<tr>
<td>10</td>
<td></td>
<td>9.2.1.1.4: Secure funding for any unfunded portion</td>
<td>13 days</td>
<td>Mon 11/15/10</td>
<td></td>
<td></td>
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<tr>
<td>11</td>
<td></td>
<td>9.1.1.1.1: Attend other branch meetings or invite other branches to attend our monthly staff meeting</td>
<td>456 days</td>
<td>Fri 10/1/10</td>
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<tr>
<td>12</td>
<td></td>
<td>9.1.4.1.1: Investigate survey methods</td>
<td>66 days</td>
<td>Fri 7/1/11</td>
<td></td>
<td></td>
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<tr>
<td>13</td>
<td></td>
<td>9.1.4.1.2: Determine and implement which survey to use for internal customers</td>
<td>88 days</td>
<td>Fri 9/30/11</td>
<td></td>
<td></td>
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<tr>
<td>14</td>
<td></td>
<td>9.1.4.1.3: Determine and implement which survey to use for external customers</td>
<td>88 days</td>
<td>Fri 9/30/11</td>
<td></td>
<td></td>
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</table>
### Example - Stoplight Gantt

<table>
<thead>
<tr>
<th>Project/Project Lead</th>
<th>Project</th>
<th>2002</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>January</td>
<td>February</td>
</tr>
<tr>
<td>TCL, Inc.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>J. Vannie</td>
<td>Audit</td>
<td>20</td>
<td>7</td>
</tr>
<tr>
<td>S. Simmons</td>
<td>Audit Review</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>B. Barrett</td>
<td>Business Proposal</td>
<td>17</td>
<td>5</td>
</tr>
<tr>
<td>Fisher &amp; Sons, Inc.</td>
<td></td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>M. Rhodes</td>
<td>Audit</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>S. Simmons</td>
<td>Audit Review</td>
<td>4</td>
<td>26</td>
</tr>
<tr>
<td>J. Paoli</td>
<td>Business Proposal</td>
<td>11</td>
<td>16</td>
</tr>
</tbody>
</table>

**Warning:** Dates on a Gantt Chart Are Closer Than They Appear
Use Of Gantt Charts

- Establish order of tasks:
  - Sequential and Parallel

- Identify resources requirements

- Timing of resource needs

- Identify the critical path

- Monitor the project “On-Time” Schedule

- Alerts where remedial action is required
Step 6: Communicating Sustainability Efforts

- Communication is a critical component of sustainability

- Communication plans help identify your audiences, messages, communicators, and modes of communication.

Resource:
- Spitfire Strategies Smart Chart
**Smart Chart 3.0:**

1. **Long-range communication goal.**
2. **Context**
3. **Audiences, concerns, and messages**
4. **Communication activities**
5. **Measurements of success**
6. **Final reality check**
Wrap Up

- Next Steps
- Questions
- Adjourn