

## Key Strategies for Sustainability

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## Sustainability Frame for MfC Sites (draft)

Authors:

Janet Wiig, CWLA

John Morris, TAC, Inc.

Joe Coccozza, NCMHJJ

Jennie Shufelt, NCMHJJ

## Constant Factors Influencing Sustainability

- Involvement of local stakeholders
- Diverse and broad coalition of support, including support from community leaders
- Ability to modify the program
- Congruency of the mission and or goals of the community/organization with the new program

(Scheirer, 2005; Rog, et. al., 2004; O'Loughlin, 1998; Blasinsky et al., 2006; Steadman, et. al. 2002; Goodman et al., 1996).

## Constant Factors Influencing Sustainability, cont.

- Presence of a program champion
- Availability of funding
- Practical sustainability plans implemented early in the projects
- The ability to demonstrate positive client outcomes and program effectiveness

(Scheirer, 2005; Rog, et. al., 2004; O'Loughlin, 1998; Blasinsky et al., 2006; Steadman, et. al. 2002; Goodman et al., 1996).

## Elements to Sustain Change

- Leadership and Support
- Demonstrated Outcomes
- Administration and Practice
- Funding and Budgeting
- Marketing Strategies
- Law and Policy

## Leadership and Support

- Effective, committed leaders
- Support from key stakeholders
- Mechanisms to assure continued collaboration
  - Governance or oversight groups
  - Interagency agreements
  - Formal review processes and periodic reports

## Demonstrated Outcomes

- Program's positive effect on youth and their families, juvenile justice and child caring systems, and the community
- Mechanisms to capture data on key outcomes
- Communicating outcome information to stakeholders, collaborators, policy makers, and funders

## Administration and Practice

- Information and data sharing agreements
- Re-engineering of service delivery systems
- Documenting changes, ensuring continuous improvement, performance measurement
- Memorializing change in procedure manuals
- Training and skill development

## Funding and Budgeting

- Dedicated funds vs. one-time funding
- Re-engineering of service delivery systems
- Budgeting for outcomes
- Designated lead to examine and evaluate funding strategies

## Marketing Strategies

- Convey program's importance and effectiveness
- Target audiences – key messages
- Products that can be easily disseminated
- Marketing plan – local marketing groups

## Law and Policy

- Tool – achieve long term change, accountability
- Identifying needed law and policy changes
- Leaders to champion changes
- Embedding in daily practice
  - development and engagement
  - ratification by organizations
  - interagency agreements
  - state level analogs

## Planning for Sustainability

- Identify one/two changes most impact
- Clearly defined, well structured program
  - mission, goals, objectives clearly articulated
  - key components, procedures detailed in a manual
  - recognition of need for such program in community
  - most important program aspects if not entire
- Work through the six elements

## Sustainability Frame Workbook

- This workbook was based on the sustainability workbook, entitled “Developing a Sustainability Plan: Key Elements and Issues,” originally developed by Joe Cocozza, Kathy Skowrya, and Jennie Shufelt at the National Center for Mental Health and Juvenile Justice for use at the 2009 Annual Meeting of the Mental Health / Juvenile Justice Action Network. This revised workbook was developed as part of a collaborative effort between the NCMHJJ, Janet Wiig at the Child Welfare League of America, and John Morris at the Technical Assistance Collaborative to serve as a resource to support the “Sustainability Frame for MFC Sites.”

## Leadership and Support

- Is there effective leadership for the program?
- Is leadership committed to long-term involvement with the program? If not, can the leaders be provided incentives of some kind to remain engaged with the program?
- Is there any structure in place that can assume some of the coordination and leadership functions of the Lead Entity?
- Is there a plan for identifying and nurturing new leaders?

## Leadership and Support, cont.

### Key collaborating Stakeholders

- Does the program and leadership have support from key stakeholders in the community and relevant agencies and providers?
- Are there certain organizations/individuals without whose continued involvement the programs will not likely survive? If so, is there a strategy for keeping them engaged?
- Are there formal interagency agreements in place which can be used as a building block for maintaining and expanding the program?
- Are there opportunities to integrate the program into other key program areas already in existence in other agencies?

## Demonstrated Outcomes

- What data exists from the program itself or from the overall Models for Change evaluation that can help assess the effectiveness of the programs?
- What other information can be used to support the need for and effectiveness of the program?
- Have findings been written up in an easy to read format?
- Have outcomes been communicated to stakeholders, collaborators, and potential funders?

## Administration and Practice

- Were data collection activities supported by MacArthur funding? Were information and data sharing agreements or other mechanisms put in place to implement the changes and, if so, is there a plan for their continuation and/or updating?
- If you intend to modify the practice after the close of the grant, do you have a mechanism for documenting changes and do you have method of assessing outcomes once you make changes?
- If the practice is a recognized evidence-based intervention, do you have a plan to ensure fidelity to the model?
- Is there a mechanism in place to ensure continuous improvement and the re-energizing of the successful innovation? If not, can one be devised?

## Administration and Practice, cont.

### Changes to Staff Practices

- What changes were made to *routine activities* of staff who delivered the services in a new way? Were the changes memorialized in updated procedure manuals?
- Are program staff required to have any special skills or competencies? If so, have job descriptions been modified to reflect those skills or competencies?
- Was special training required to initiate the change? Have provisions been made for training new staff as existing staff turn over?

## Funding and Budgeting

- Has there been an analysis of the funding needed to maintain the program?
- Are secure funding stream(s) in place that can help to sustain the program in the future or help expand it to other sites?
  - If not, has a plan been developed to examine alternative funding strategies and evaluate options? From what source(s)? Who will take the lead?
- Has the possibility of using other state or federal resources, such as Medicaid and IV-E, to help support the program or key aspects of the program been explored? If not, is there a plan to have this reviewed? Who will take the lead?

## Marketing Strategies

- What products are available or could be developed that would help to disseminate information about the program (e.g. brochures, websites, media releases)?
- Has a marketing plan been developed?
- Have you identified your target audiences for any marketing efforts? What communication vehicles would be most appropriate for reaching each target audience? Are there particular “messengers” who would be most effective in reaching those audiences?
- If you were able to identify either cost savings, cost avoidance or other programmatic efficiencies, is there a mechanism in place to publicize and demonstrate those savings or efficiencies?
  - If so, what are the promising audiences?
  - If not, what would it take to build such a plan or mechanism? Who would lead the work to build it?

## Law and Policy

- Were local (municipal, county/parish, or regional) policy changes enacted that need to be ratified by a parent organization or organizations at the state level? Is there a plan for building the case for ratification if needed?
  - If not, who will take the lead on developing the plan? Who are the key individuals that will need to assent for the plan to be successful? Can you identify “champions” to help seek their approval?
- Are there changes in policy or law that were not enacted but which your experience suggests should be enacted? Do you need/have a plan to pursue those changes either locally or at the state level?
- If local interagency agreements were integral to the success of the project(s), would state level analogs to those agreements help to ensure that they persist? If yes, do you have a plan for working with state level policy makers to implement the needed agreements?

## Next Steps for Planning Sustainability

Key Elements for Sustainability	Efforts Already Underway	Next Steps	When	Who
<b>1. Leadership and Support</b>	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
<b>2. Demonstrated Outcomes</b>	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____

## Next Steps for Planning Sustainability

Key Elements for Sustainability	Efforts Already Underway	Next Steps	When	Who
<b>3. Administration and Practice</b>	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
<b>4. Funding and Budgeting</b>	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____

## Next Steps for Planning Sustainability

Key Elements for Sustainability	Efforts Already Underway	Next Steps	When	Who
<b>5. Marketing Strategies</b>	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
<b>6. Law and Policy</b>	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____