

# Planning for Sustainability

Implementation Science Discussion Group

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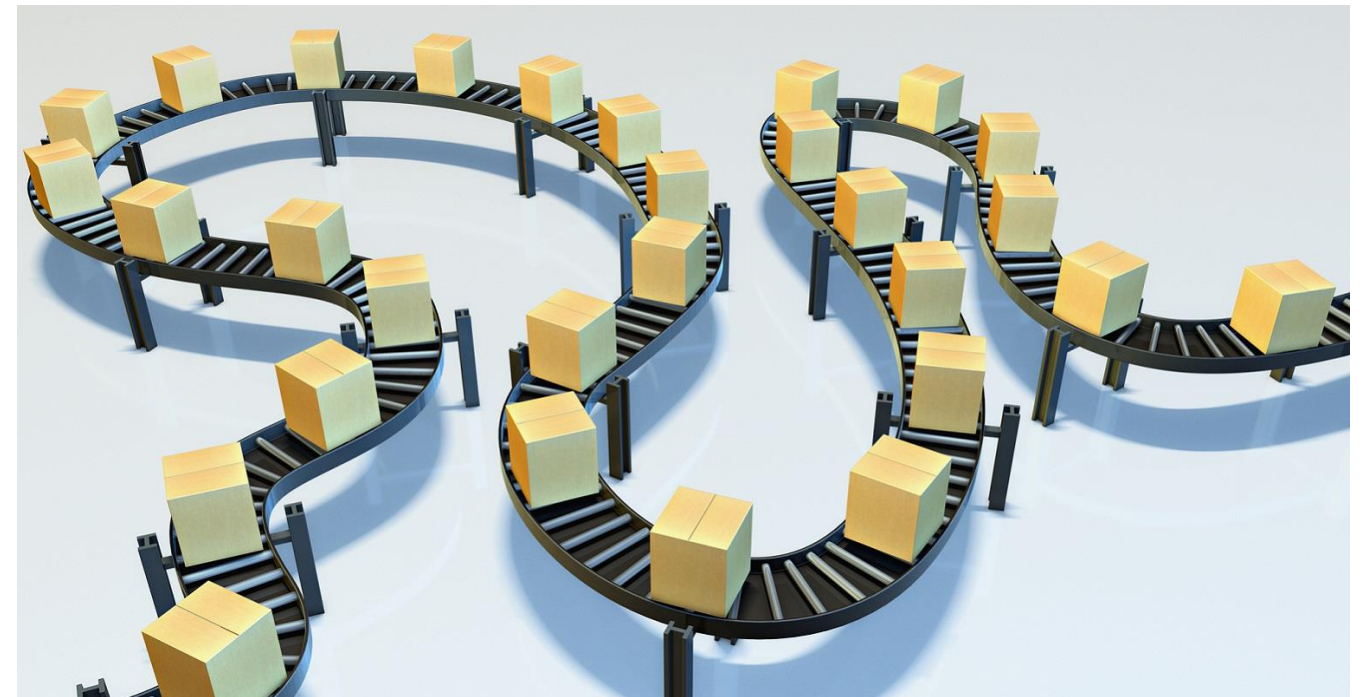
## Sustainability

- Definition & significance
- Challenges
- Planning for Sustainability
- Integrated sustainability Framework
- PSAT Tool



*“The continued use of program components at sufficient intensity for the sustained achievement of desirable program goals and population Outcomes” ~Shelton 2018*

- *A dynamic process, not the end*
- *“Trust” in health and healthcare practice and interventions*
- *Concern of the long-term impact of interventions*
  - *Discontinued, ineffective or less effective*
- *Loss of investments, time, and resources*

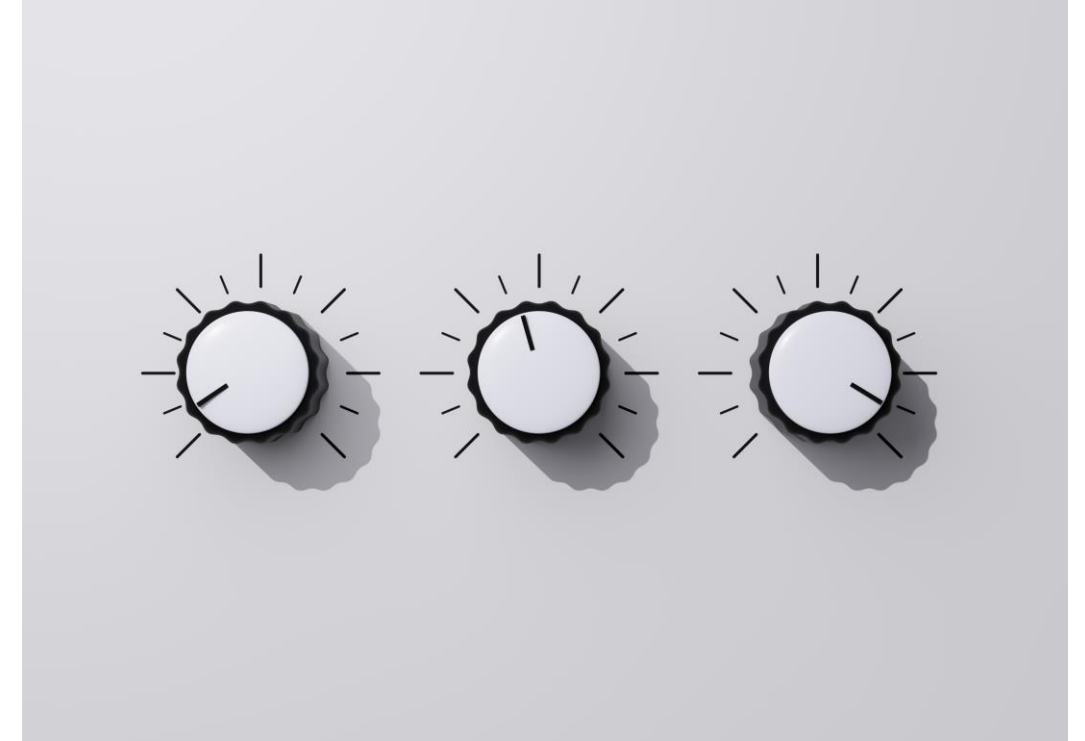


## ***Components of Sustainability***

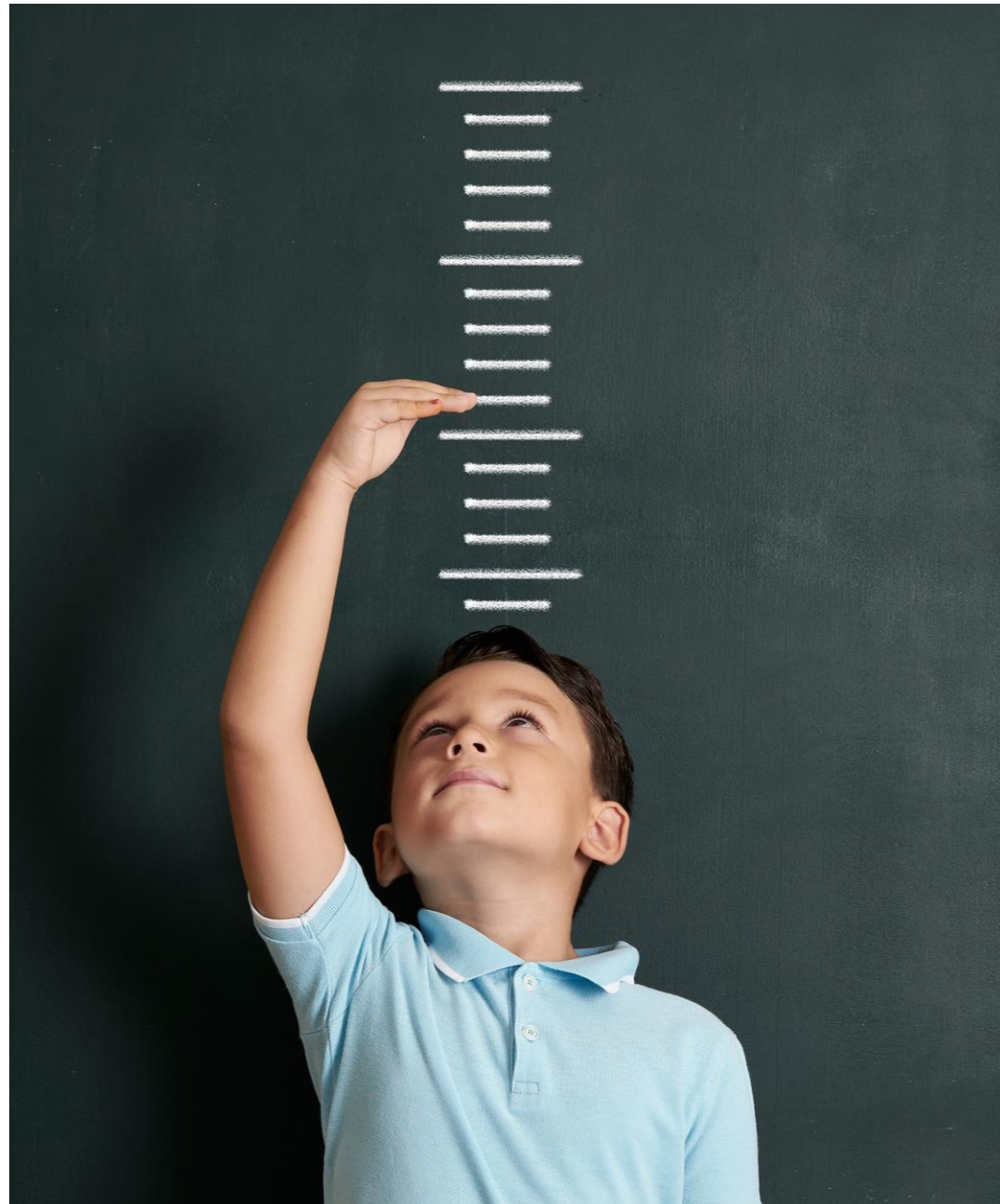
- 1. after a defined period of time,*
- 2. a program, clinical intervention, and/or implementation strategies continue to be delivered and/or*
- 3. individual behaviour change (i.e., clinician, patient) is maintained;*
- 4. the program and individual behaviour change may evolve or adapt while*
- 5. continuing to produce benefits for individuals/systems.*

# Challenges in Sustainability

- Internal validity > external validity
- Usually, interventions are implemented in controlled, well-resourced settings
  - What about the uncontrolled settings, diverse populations and circumstances?
  - Short-term measurements of effectiveness and efficacy are prioritized



- Stay true to fidelity or adapt? *'flexible fidelity'*

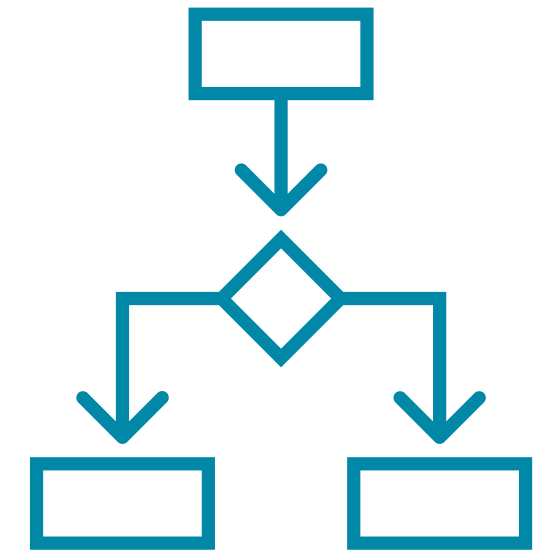


- Measuring outcomes:
  - Health benefits
  - Partnerships or coalitions, collaboration
  - Organizational practices, procedures, and policies
  - Program activities or core elements
  - Adaptations
  - Spread and Scale
  - Unintended consequences

*'If you fail to plan, you are planning to fail'*

*~Benjamin Franklin*

- Frameworks and models:
  - Dynamic Sustainability Framework (DSF)
  - Exploration, Preparation, Implementation, and Sustainment model (EPIS)
  - Stages of Implementation Completion (SIC)
  - Getting to Outcomes
  - NHS Sustainability Model and Guide
  - **Integrated Sustainability Framework (ISF)**
- Guide planning, consider aspects of sustainability across your implementation 'system'



# Integrated Sustainability Framework



- Multilevel factors that facilitate sustainability
- Applicable across different contexts, settings, and populations



# Integrated Sustainability Framework

Domain	Questions to Consider
<b>Outer/Policy Context</b>	<ul style="list-style-type: none"> <li>- What policies, regulations, and social norms are in place that may have implications for sustainability?</li> <li>- What's the broader funding environment like and are there external funds that could help sustain the EBI?</li> <li>- Are there external partnerships (with government agencies, healthcare systems, community-based organizations) that can help bring resources, support, and commitment to sustain the EBI?</li> <li>- How does EBI align with national, state, local priorities?</li> </ul>
<b>Inner/Organizational Context</b>	<ul style="list-style-type: none"> <li>- Are there program champions (community and organizational) who can help influence sustained delivery of the EBI?</li> <li>- Does the EBI have support from organizational leadership?</li> <li>- Within the organization, is there organizational infrastructure (time, financial resources, space) to support the EBI? How 'ready' is the organization?</li> <li>- How are stakeholders continually engaged related to EBI delivery?</li> </ul>
<b>Implementation Processes</b>	<ul style="list-style-type: none"> <li>- Are there processes in place to support the recruitment and retention of staff involved with EBI delivery?</li> <li>- Are there supervision and training processes in place to support EBI delivery among staff over time?</li> <li>- Are there processes in place or that could be added to track or monitor data on health impact of EBI or its delivery?</li> <li>- Is there strategic planning about sustaining the EBI (e.g. grant writing, communications)?</li> </ul>
<b>Implementer and Population Characteristics</b>	<ul style="list-style-type: none"> <li>- Do the implementers have the self-efficacy to deliver the EBI over time?</li> <li>- What are some of the benefits and challenges that implementers might experience in delivering the program over time?</li> <li>- What are the attitudes of the implementers towards the EBI?</li> <li>- What characteristics or experiences of the population served might impede sustainability (e.g. stigma, mistrust, literacy, poverty, experiences of discrimination)?</li> </ul>
<b>EBI Characteristics</b>	<ul style="list-style-type: none"> <li>- How adaptable is the EBI?</li> <li>- How costly is the EBI? Is there a return on investment?</li> <li>- How well does the EBI 'fit' within the organizational context?</li> <li>- Does the EBI continue to address a priority or need in the community?</li> </ul>

# Program Sustainability Assessment Tool (PSAT)

- Self-assessment tool
- Evaluate sustainability capacity of a program
- 8 domains



# Program Sustainability Assessment Tool (PSAT)

**Program Adaptation:** Taking actions that adapt your program to ensure its ongoing effectiveness

	To little or no extent							To a very great extent	Not able to answer
1. The program periodically reviews the evidence base.	1	2	3	4	5	6	7	NA	
2. The program adapts strategies as needed.	1	2	3	4	5	6	7	NA	
3. The program adapts to new science.	1	2	3	4	5	6	7	NA	
4. The program proactively adapts to changes in the environment.	1	2	3	4	5	6	7	NA	
5. The program makes decisions about which components are ineffective and should not continue.	1	2	3	4	5	6	7	NA	

# Thank you!

## Questions/Discussion



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*Shelton R, Cooper BR, Stirman, SW. (2018). The Sustainability of Evidence-Based Interventions and Practices in Public Health and Health Care. Annual Review of Public Health.*

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*Moore J, et al. (2017). Developing a comprehensive definition of sustainability. Implementation Science.*

*Shelton, R. (2021). Practical Implementation Science. Chapter 12: Sustaining Evidence-Based Interventions.*