



*at the Centre for Health Promotion  
University of Toronto*

# **SUSTAINABILITY WORKSHEET PACKAGE**

**April 2001**

# STEP ONE WORKSHEET

Step One: Determine which component is most relevant to you right now. More than one may apply.

**My situation. Please check appropriate box/es.**

**Applicable checklist.**

A  I am working on an issue, and I want to increase and/or sustain public, decision maker, and/or community partner awareness of and support for the issue.

**GO TO**  
⇒

**SUSTAINING THE ISSUE**  
starting on the light blue pages of this package

B  I am working on changing a particular behaviour (using education, skill development and/or changes in the environment) in a particular audience, and I want to do this effectively, and as permanently as possible.

**GO TO**  
⇒

**SUSTAINING THE BEHAVIOUR CHANGE**  
starting on the light green pages of this package

C  I am working on a program/activity such as :

- a smoking cessation support group;
- an awareness campaign about the risks involved with drinking and snowmobiling; and/or
- a breakfast program for elementary school children.

**GO TO**  
⇒

**SUSTAINING PROGRAMS**  
starting on light yellow pages of this package

and I know that if it is to survive in the long-term, an individual or organization will need to take responsibility for maintaining it.

\* note: if you also checked boxes A and/or B, we recommend that you address those checklists before thinking about passing on responsibility for a program/activity to someone else.

D  I am addressing an issue, and want to enhance my efforts by building/maintaining an effective, efficient, sustainable partnership.

**GO TO**  
⇒

**SUSTAINING THE PARTNERSHIP**  
starting on the pink pages of this package

## SUSTAINING THE ISSUE: STEPS TWO - FOUR WORKSHEETS

Activity \_\_\_\_\_

### Step Two: Clarify your component outcome goal.

I/we hope to raise awareness/support in:

- The public
  - Decision makers for \_\_\_\_\_
  - Project Partners (Write issue here)
  - Others
- 

### Step Three: Determine whether sustainability efforts are required/feasible.

Work toward sustaining the issue (raising awareness and support) may not be feasible/required if it:

- was initiated where there was not a need;
- is/was designed to meet a temporary need or condition; or
- is overshadowed by a competing agenda which cannot be overcome (e.g. high unemployment).

If you checked any of these boxes, efforts to sustain audience awareness and support may not be suitable. Modify, continue as planned to termination, or stop activity immediately.

**Step Four: Consider key recommendations and generate possible action steps.**

<b>Recommendation</b>	<b>Check here if:</b> <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	<b>To address the key recommendation, we could be taking the following action steps.</b>	<b>Check here if adding to workplan</b>
1. Disseminate messages to intended audiences frequently and consistently over a sustained period.			
2. Use no or low cost health communication strategies with high reach to increase/maintain audience awareness of the issue.			
3. Use communication materials and resources that have already been developed (when possible/appropriate).			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
4. Establish credibility with media representatives by providing accurate, relevant and timely information.			
5. Provide information to the audience/s (public, decision makers, partners) on how work to date has resulted in some progress towards goals.			
6. Produce sufficient quantities of awareness-raising materials when funds are available so that they are available for future use.			
7. Ensure that project partners are prepared to include the promotion of the issue in their related work.			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
8. Involve participants of programs in the promotion of the issue (provide them with materials and encouragement).			
9. Ensure group commitment to training project members in developing communication campaigns.			
10. Recruit and train local opinion leaders to act as spokespersons for the issue.			

<b>Recommendation</b>	<b>Check here if:</b> <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	<b>To address the key recommendation, we could be taking the following action steps.</b>	<b>Check here if adding to workplan</b>
11. Ensure that effective messengers are in place to promote the issue to the respective audience/s.			

## SUSTAINING BEHAVIOUR CHANGE: STEPS TWO - FOUR WORKSHEETS

Activity\_\_\_\_\_

### Step Two: Clarify your component outcome goal.

I/we hope to:

- Adapt physical environments so that they support behaviour change.
  - Adapt social environments so that they support behaviour change.
  - Build audience behaviour change skills.
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### Step Three: Determine whether sustainability efforts are required/feasible.

Work toward sustaining behaviour change may not be feasible/required if it:

- was initiated where there was not a need;
- is/was designed to meet a temporary need or condition; or
- is overshadowed by a competing agenda which cannot be overcome (e.g. high unemployment).

If you checked any of these boxes, efforts to sustain behaviour change may not be suitable. Modify, continue as planned to termination, or stop activity immediately.

**Step Four: Consider key recommendations and generate possible action steps.**

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
1. Ensure efforts to create healthy public policies and supportive physical environments are included in all appropriate programs.			
2. Ensure that opinion leaders and champions have been identified to advocate for healthy public policy changes.			
3. Ensure that local government shows commitment to publicly affirming the importance of the issue and their resolution to address it.			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
Provide as many of the following behaviour maintenance supports as possible. Supports can be offered in the form of <i>tools</i> such as self-help booklets or <i>services</i> such as telephone hotlines or support groups. They should be available, easily accessible and should operate largely outside the structure of programs.			
4. Assist clients create short-term, flexible, and realistic goals tailored to a person's tuation.			
5. Assist clients write contracts with oneself or others outlining expectations, responsibilities, and reinforcements.			
6. Assist clients monitor themselves (self-monitoring) to help them become aware of forces that influence their ability to sustain a desired behaviour (e.g. does having a coffee prompt them to smoke?).			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
7. Assist clients eliminate or modify cues (environmental restructuring/stimulus control) that prompt undesirable behaviours (e.g. storing tempting foods out of sight).			
8. Assist clients with reinforcement management (rewards and feedback provided to self or by others for successful behaviour changes).			
9. Assist clients replace the behaviour that is attempting to be changed with a substitute behaviour (counter conditioning).			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
10. Assist clients gradually increase the difficulty of their goals.			
11. Assist clients break the target behaviour or long-term goal, into smaller, more easily managed components.			
12. Assist clients record their successes.			

<b>Recommendation</b>	<b>Check here if:</b> <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	<b>To address the key recommendation, we could be taking the following action steps.</b>	<b>Check here if adding to workplan</b>
13. Assist clients develop/learn anxiety reduction techniques to help make the challenging situation less threatening and allow energy to be focused on performance.			
14. Assist clients find social support from people who: are already engaged in the positive behaviour; are addressing the change simultaneously and can act as a buddy; and/or can encourage the person making the change with information, tangible aid or emotional support. This may be found in the form of self-help groups, an ongoing interpersonal relationship or a new professional relationship.			
15. Brainstorm ways to reduce resource needs and administrative costs.			

## SUSTAINING A PROGRAM: STEPS TWO -FOUR WORKSHEETS

Activity \_\_\_\_\_

### Step Two: Clarify your component outcome goal.

We plan to sustain the program in the following way:

- Independent Model: One organization will continue the activity on their own.
  - Cooperative Model: One partner will administer the activity and provide some leadership but other partners will cooperate in the planning and delivery.
  - Coordinated Model: Joint planning will occur, but partners will deliver specific sections relatively independently.
  - Collaborative Model: Partners will work together in the planning and delivery of a collective activity.
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### Step Three: Determine whether sustainability efforts are required and feasible.

Work toward sustaining the program may not be feasible/required if it:

- was initiated where there was not a need;
- is/was designed to meet a temporary need or condition; or
- is overshadowed by a competing agenda which cannot be overcome (e.g. high unemployment).

If you checked any of these boxes, efforts to sustain the program may not be suitable. Modify, continue as planned to termination, or stop activity immediately.

**Step Four: Consider key recommendations and generate possible action steps.**

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
1. Ensure that programs are based on existing best practices .			
2. Ensure that the program is desired by the audience.			
3. Involve more than one partner in program development.			
4. Ensure that there are no other local programs serving the same audience with the same need.			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
5. Allow sufficient time to plan for integration. The potential adopting organization needs time to see the program value.			
6. Allow a high degree of local program control so that there is flexibility to customize the program to community need/capacity.			
7. Ensure there is a program champion who develops and sustains a personal commitment to continuing program.			
8. Lay the financial groundwork for integration in the early stages of program development.			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
9. Ensure programs use existing resources within the community (as much as possible) and build on the strengths in partners and program participants.			
10. Ensure that the program can be delivered in the absence of paid staff.			
11. Ensure access to the necessary tools, resources, supports and training to assist with program implementation and maintenance.			
12. Ensure program helps partners achieve their individual mandates.			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
13. Involve a health professional as one source of information either directly to the audience or via a 'train the trainer' approach.			
14. Involve participants who have completed the program in some way - program promotion, implementation or other aspects of the project.			
15. Ensure that the front line staff and other members of the potential adopter organization support the intervention (more likely if program not imposed from above, doesn't cause more work and they have helped create and evaluate.			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
16. Ensure that the program evaluation data being collected will be useful for convincing potential lead agencies to adopt the program or funders to continue support.			
17. Ensure that program participants are very positive about the program, its implementation and its effect.			
<b>18. Ensure that there is early and continuing success based on established objectives, combined with an expectation of future success.</b>			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
19. Ensure that the program has demonstrated that the impact has a greater value than the costs associated with its delivery.			
20. Ensure that participating partners can identify benefits as a result of being involved in the program. These can be promoted as incentives to encourage potential adopting organizations.			
21. Ensure that the program is desired by a host organization (demonstrate need for the program; show it is wanted by constituents; and prove it will help to meet organization's goals.)			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
22. Ensure that organization that intends to take the lead role in the program has carefully examined its own capacity to introduce and to support the program over long term.			
23. Ensure that there a strong connection between the potential lead agency and the program (i.e. is consistent with the mandate, objectives and /operations).			
24. Select an adopter organization that has already set its own direction, priorities and program areas of emphasis - a mature organization.			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
25. Provide the adopting organization with clear and thorough manuals/guidelines for implementation and training.			
26. Ensure that there is some carry over of personnel from phase one to the next phase, if only as a consultant/advisor.			
27. Ensure that an intentional process of gradual turnover of project responsibility has occurred or is occurring.			

## SUSTAINING THE PARTNERSHIP: STEPS TWO - FOUR WORKSHEETS

Activity \_\_\_\_\_

### Step Two: Clarify your component outcome goal.

We plan to sustain the partnership using the following format:

- Consultative or Advisory: a partnership that is formed to receive public input around change or gather ideas for future activities.
  - Contributory: funders set the objectives and the partners can agree to them or not.
  - Coordinated: activities are planned with some discussion among partners to address gaps and avoid duplication of service.
  - Cooperative: work-sharing partnership where one partner retains control but the others can influence decision-making and programming is accomplished with efforts of more than one partner.
  - Collaborative: formed to share resources, risks and decision-making.
  - Coalition: collective action, often for advocacy purposes.
  - Independent Programming: no connections among agencies.
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### Step Three: Determine whether sustainability efforts are required and feasible.

Work toward sustaining the program may not be feasible/required if it:

- was initiated where there was not a need;
- is/was designed to meet a temporary need or condition; or
- is overshadowed by a competing agenda which cannot be overcome (e.g. high unemployment).

If you checked any of these boxes, efforts to sustain the program may not be suitable. Modify, continue as planned to termination, or stop activity immediately.

**Step Four: Consider key recommendations and generate possible action steps.**

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
1. Develop community partnership in the earliest stages of the project/program planning and implementation.			
2. Encourage discussions about how the partnership serves personal interests as well as the interests of the organization.			
3. Ensure that the partners perceive more benefits than costs from being a member of the group.			
4. Ensure that partners are committed to continuing the partnership based on an understanding of the benefits of involvement.			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
5. Acknowledge, openly and honestly, the different types of power that each individual or organization brings to the table.			
6. Ensure that there is a balanced and diverse membership including people who may be the end users of an activity or who the partnership will directly affect.			
7. Ensure that members support the partnership by recruiting others to participate.			
8. Establish written objectives for developing community capacity where necessary, through training opportunities.			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
9. Ensure that the capacity of partners is enhanced where necessary and possible. This can occur by ensuring that partner training opportunities are connected to activities within the project, based on a needs assessment, and conducted in a variety of styles.			
10. Share roles and responsibilities so there is decreased dependency on any one partner.			
11. Clearly define roles, responsibilities and accountability.			
12. Ensure that a simple, flexible infrastructure is in place.			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
13. Ensure that the infrastructure is cost effective to operate			
14. Value and strive for sustainability from the beginning of the project by including sustainability in your goals and objectives.			
15. Include community mobilization in the project and program goals and/or objectives.			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
16. Ensure that partners, within their means, agree to long term commitment.			
17. Ensure that the partnership tolerates diversity of viewpoints.			
18. Actively involve all partners in identifying needs, setting goals, objectives, planning, implementation, evaluation, and sustainability.			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
19. Ensure that a substantial percentage of the work undertaken is devoted to goal-related activities and progress towards goals is evident.			
20. Reach a relatively formal agreement on partnerships early in the project.			
21. Ensure that there is collaborative problem solving across organizations and there is a mechanism for conflict resolution in place.			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
22. Ensure that the partnership is flexible, able to change if things are not working and able to take advantage of opportunities if they arise.			
23. Ensure that there are frequent, supportive interactions between partners.			
24. Use a shared decision-making process.			

Recommendation	Check here if: <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
25. Share credit, fun and recognition.			
<b>26. Periodically assess of partnership functioning (many excellent resource exist on this topic).</b>			
27. Ensure that shared leadership is evident (e.g. co-chairs, rotating chairs, or change to a new chair regularly), including a sharing of power, responsibility and authority.			
28. Ensure that there is a continuity of leadership or at least style of leadership unless the local situation calls for significant change.			

<b>Recommendation</b>	<b>Check here if:</b> <ul style="list-style-type: none"> <li>• We are already doing this as completely as possible; or</li> <li>• This does not apply.</li> </ul>	<b>To address the key recommendation, we could be taking the following action steps.</b>	<b>Check here if adding to workplan</b>
29. Find ways to reduce resource needs and administrative costs.			