

*at the Centre for Health Promotion
University of Toronto*

Overview of Sustainability

Version 8.2 April 30, 2001

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PURPOSE

This workbook is designed to:

- increase understanding about the concept of sustainability;
- provide suggestions and tools regarding approaches that will increase the likelihood of sustainability; and
- provide examples of health promotion activities that have been sustained.

Chapter One: Overview

OVERVIEW OF SUSTAINABILITY

Sustainability is a broad term, generally referring to continuation. Other words also may be used to describe sustainability including long-term viability, survival, durability, longevity and long-term maintenance.¹

This workbook is based on the premise that efforts to address any health promotion issue are most effective when they include:

- activities to heighten awareness about the issue;
- education and skill building activities;
- activities that create supportive physical and social environments; and
- input from a diverse set of stakeholders that have partnered to address the issue.

All of these elements of an effective health promotion project will be addressed in this workbook, as we examine four components of sustainability.²

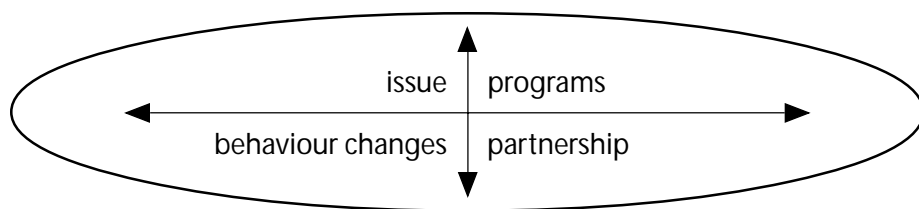


Figure 1
The Four Integrated Components

Sustaining the issue involves keeping awareness of the issue high on the agenda of all stakeholders including the public, community partners and decision makers.

Sustaining behaviour changes means building skills, creating supportive physical structures, and modifying the social environment so that it is supportive of healthy behaviours.

Throughout this workbook, the following terms are used frequently.

Project – refers to the sum of the activities undertaken by a given group.

Activity – is an inclusive term, generic to any and all of the undertakings within a project.

Programs – can be an individual activity or a group of related activities within a project, that may stand alone (e.g., an awareness campaign, policy change efforts, skill building sessions) or be part of a larger initiative (e.g., a breakfast program within a broader school health initiative).

Initiatives – include all of the programs within a given setting (such as a school or worksite).

Definitions for other terms that appear throughout the workbook can be found in the glossary at the back of the workbook.

Sustaining programs involves integrating one or more related activities (a program) such as an awareness campaign, a support group, or educational sessions into one or more existing organizations who agree to take responsibility for the program over the long term.

Sustaining a partnership is about creating and maintaining productive working relationships and maximizing the benefits of addressing an issue with a diverse group of stakeholders.

The four components are integrated. For example:

- awareness of the issue must be high for people to want to participate in behaviour change activities;
- raising awareness about an issue will not go very far toward long term changes in morbidity or mortality without activities, such as skill building, that support behaviour changes;
- there is little point in continuing activities designed to change behaviour without efforts to maintain those behaviours; and
- there must be a reason or reasons to sustain a partnership (i.e., an issue, programs and/or behaviour changes to address or sustain).

GUIDING PRINCIPLES FOR SUSTAINABILITY

The following statements were generated during the development phase of the Heart Health Sustainability Project with input from many stakeholders. They serve to describe some of the underlying principles and rationale for sustainability.

1. Sustainability is an important part of the process of behaviour change.
2. Sustainability is essential to successful health promotion programming and is a key component of planning.
3. Sustainability is possible, probable and desirable.
4. Planning for sustainability throughout the life of a project will enhance its implementation.
5. Approaches to sustainability include an element of resource generation. This broad term includes materials, time, and other in-kind contributions. It is not exclusive to, and may not even include the procurement of actual money.
6. Evaluation is fundamental to sustainability in that only effective elements of a community project should be sustained. Effectiveness may be determined by assessing how things are working (process evaluation) and progress towards achieving established goals (outcome evaluation).
7. Components that are sustained may look different than they did during the start-up phase (e.g. be less resource intensive).
8. Not all programs or activities warrant sustainability efforts.

RATIONALE FOR SUSTAINABILITY

There are four primary reasons to work towards sustaining issues, programs, behaviour changes and partnerships:

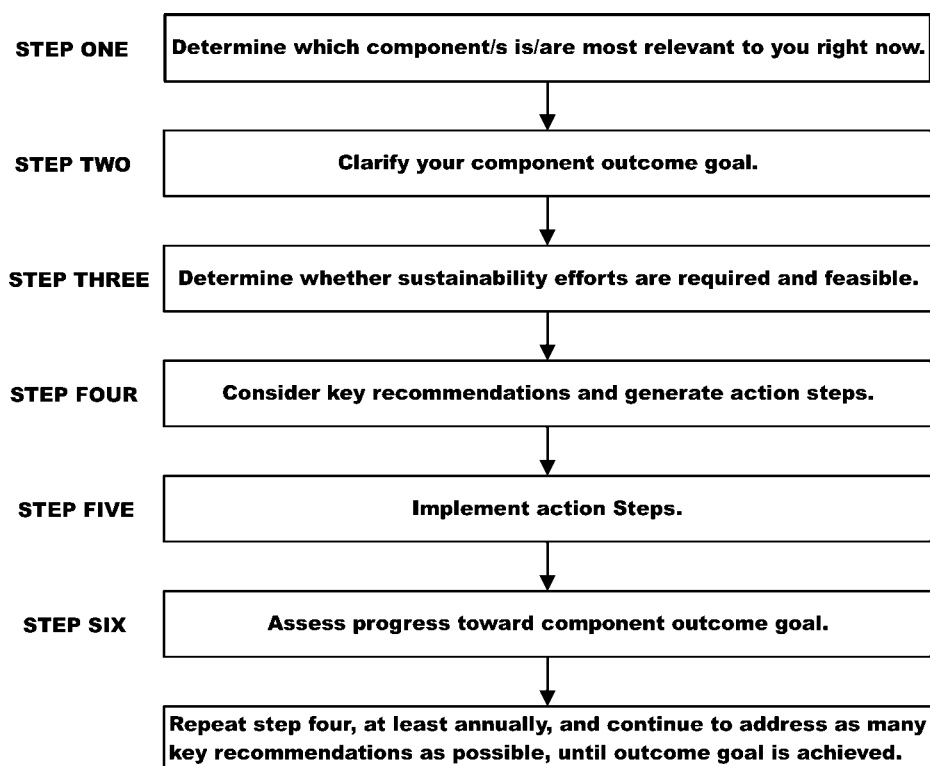
- In most cases, community-wide behavioural change must be sustained over a long period of time before any significant decrease in actual morbidity or mortality can occur.³
- Termination is counterproductive when the issue remains or recurs.
- Having incurred significant start-up costs in human, fiscal, and technical resources, many programs see their funds withdrawn before activities reach full fruition.
- Any subsequent new activities or projects may encounter diminished community support and trust if there is a history of abrupt or inappropriate termination.

Attention to the long-term viability of health programs is likely to increase everywhere as policy makers and funders become increasingly concerned with allocating scarce resources efficiently⁴.

Chapter Two:

The Sustainability Steps

Planning for sustainability is not an isolated exercise, but rather an integral part of regular planning. Planning for sustainability should be considered at the beginning of an activity or project and throughout all subsequent stages. Although final decisions about how or what things will be sustained may not be made until later, strategies that increase the likelihood of sustainability need to be started early in the process. Though working towards sustainability can seem like a large and complex task, following a series of steps can help simplify the process. The steps are illustrated and described briefly here. In subsequent component-specific chapters, further details and worksheets are provided to assist with working through the steps.



STEP ONE: DETERMINE WHICH COMPONENT(S) IS MOST RELEVANT TO YOU RIGHT NOW

As discussed in Chapter One, the components are closely integrated. This means that in an ideal situation, particularly for those who are managing or are involved with many aspects of a given issue, all components should be addressed. They can, however, be explored separately. The following table (and Step One Worksheet) can help you make the most of this workbook by focusing your efforts on components that are most relevant to you right now.

Go to ...	If you are ...
Chapter Four: The Issue	working on an issue and want to increase and/or sustain public, decision maker, and/or community partner awareness of and support for the issue.
Chapter Five: Behaviour Changes	working on changing a particular behaviour, in a particular audience and you want to do this effectively and as permanently as possible.
Chapter Six: Programs	<p>working on a program such as:</p> <ul style="list-style-type: none"> • a smoking cessation support group; • an awareness campaign about risks involved with drinking and snow-mobiling; and/or • a breakfast program for elementary school children; <p>and you know that if it is to survive in the long-term, an individual or organization will need to take responsibility for maintaining it.</p>
Chapter Seven: Partnership	addressing an issue, and want to enhance your efforts by building and/or maintaining an effective, efficient, sustainable partnership.

Note: Chapter Three applies to all components and should be reviewed before examining a component in detail.

STEP TWO: CLARIFY YOUR COMPONENT OUTCOME GOALS

All activities in a project should be geared toward achieving at least one of four outcome goals. Though they can be tailored to specific projects, these component-specific outcome goals are basically as follows.

Activities designed

to sustain: **should result in (component outcome goal):**

the Issue > the public, decision makers, and project partners being aware and supportive of the need for community and individual changes.

a Behaviour Change > supportive physical and social environments being established and program activities that build audience behaviour change maintenance skills.

a Program > program activities that build audience behaviour change maintenance skills; and the development of supportive physical and social environments

a Partnership > the continuation of an effective, efficient partnership.

STEP THREE: DETERMINE WHETHER SUSTAINABILITY EFFORTS ARE REQUIRED AND FEASIBLE

Though there are many excellent reasons to work towards sustainability, sometimes it is not required or feasible. Sustainability discussions should begin by considering whether one or more of the following barriers apply to the components of your project.

Issue awareness-raising activities, programs, behaviour change activities and/or partnerships may not be feasible or required if they:

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

If one or more of these barriers apply, you will need to choose between:

- modifying your activities to eliminate the barrier;
- continuing on as planned to termination (with no intent to sustain in the long-term); or
- stopping the affected activities immediately.

If you decide that the component should be sustained, then you will progress to step four.

STEP FOUR : CONSIDER KEY RECOMMENDATIONS AND GENERATE ACTION STEPS

For each component there is a set of key concepts (theories/areas of research) that should be addressed to increase the chances of achieving the component outcome goals. Some of the key concepts apply to all components, but some are unique to a particular component. The key concepts that apply to all components are discussed in the next chapter. The concepts that are component specific are discussed in the chapters dealing with each component.

Table 2: Key Concepts that Apply to Each Component

<i>Component of Sustainability</i>	<i>Component-specific Key Concepts</i>	<i>Key Concepts that Apply to All Components</i>
Issue	<ul style="list-style-type: none"> • Health Communication 	<ul style="list-style-type: none"> • Diffusion • Leadership • Resource Considerations
Programs	<ul style="list-style-type: none"> • Community Integration 	
Behaviour Changes	<ul style="list-style-type: none"> • Population supports • Individual supports 	
Partnership	<ul style="list-style-type: none"> • Membership Involvement • Community Capacity • Infrastructure • Ways of Work 	

There are a series of *key recommendations* for each component based on the key concepts outlined above. These are listed in the chapters covering each component. During regular planning these recommendations should be reviewed. For each recommendation that is relevant at the time of planning, action steps should be incorporated into the project plan. This should be repeated with each subsequent planning process, until most or all recommendations have been addressed.

STEP FIVE: IMPLEMENT THE ACTION STEPS

How the action steps are addressed is extremely important. Many of the recommendations outlined in subsequent chapters are complex strategies themselves (e.g. policy development, communication campaigns, etc.). Though this workbook does provide some information on how to effectively address these recommendations, it is far from complete. Please explore the recommended resources cited throughout this workbook for more detailed directions on how to effectively implement the recommendations. Effectiveness is essential for achieving sustainability. It increases the chances of sustainability and is important because there is little reason to use limited resources for activities that do not contribute to overall project goals.

Effectiveness should be demonstrated through evaluation. All activities for each component (existing activities and those added to address the key recommendations) should be thoroughly evaluated. Evaluation should begin during activity planning stages with clear objectives and indicators, and continue with formative, process and outcome evaluation. It is also recommended that, instead of developing entirely new programs or activities, previously evaluated ones be used (best practices).

If evaluation reveals that an activity is ineffective, it should be made more effective or terminated. There is little point in sustaining activities that do not contribute to project goals and objectives.

There are many excellent resources on evaluation that can supplement this workbook. Some possible examples include the Blueprint for Program Evaluation⁵ and Evaluating Health Promotion Programs Participant Workbook⁶.

Best practice is a term used to describe an intervention that has met a set of criteria. Some of the commonly used criteria:

- *Grounded in theory*
- *Proven effective*
- *Collaborative approach*
- *Responds to needs of audience*
- *High reach for cost*
- *Necessary support available*

STEP 6: ASSESS PROGRESS TOWARD COMPONENT OUTCOME GOAL

Once action steps have been implemented with other project activities (as effectively as possible), it is important to assess whether there has been progress toward the outcome goal. If progress is evident, then you should continue implementing as many of the key recommendations as possible, until the outcome goal is achieved. If recommendations have been addressed and all activities are being implemented as effectively as possible, but there is still little or no progress toward the chosen outcome goal, then you should revisit step one. A barrier to sustainability may exist that you were previously unaware of, or that was irrelevant at the time you assessed the component.

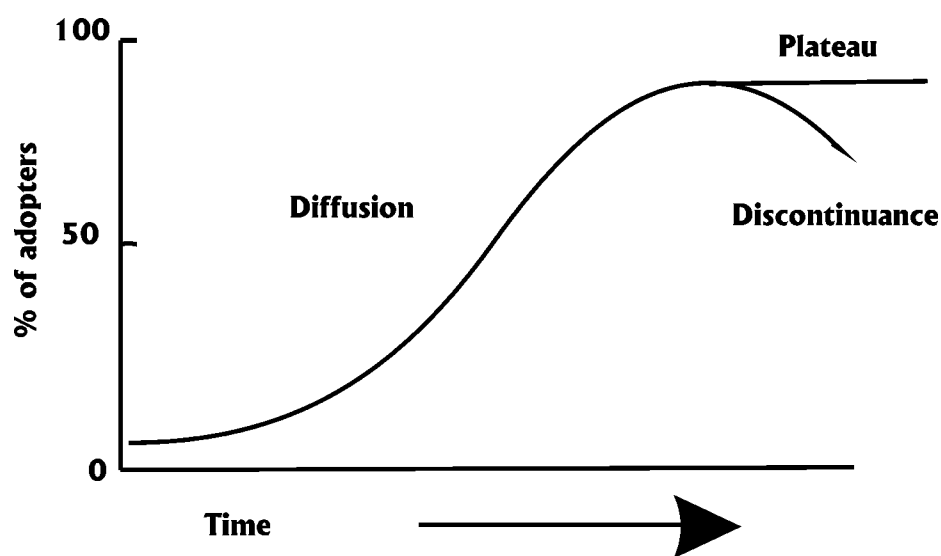
Chapter Three: Key Concepts Applicable to All Components

As discussed in the previous chapter, there are a set of key concepts that should be addressed to increase the chances of achieving the outcome goals. A number of key concepts apply to all components. These are addressed in this chapter. Additional component-specific key concepts are addressed in subsequent chapters.

DIFFUSION

Diffusion is the process of spreading innovation (new ideas, resources or behaviours) from one setting or individual to another. According to the *Diffusion of Innovation Theory*⁷, an innovation is adopted in stages across a population.

The first people to adopt an innovation are known as “innovators” and they represent about 2.5% of the population. Next come the “early adopters” who are fast followers and tend to be opinion leaders within the population. Generally about 13.5% of people fall within this category. These are then followed by 68% of people who wait until the innovation have been proven. They tend to be most influenced by interpersonal sources of information and role modeling. They are known as the “early majority” followed by the “late majority”. Finally, the “laggards” are the remaining 16% of the population who are late to, or may never, adopt the innovation. Each subsequent group of people takes more time to influence.



Diffusion of Innovations Model

The full range of people will adopt the innovation more quickly if:

- the innovation is in line with past experience and cultural values ;
- others they know or respect (particularly others like themselves) have already adopted the innovation;
- the innovation can be sampled or tested, preferably in a safe environment (such as with a peer who has already adopted it);
- there are incentives to try the innovation (e.g. potential to save money, contests with prizes, promotional give-aways, etc.);
- there is a low risk associated with adopting the innovation;
- the benefits of adopting the innovation are obvious or immediate; and
- adopting the innovation requires minimal investment of time and energy⁸.

Interpersonal communication is critical for diffusing innovations. As indicated in the above list, people are more likely to adopt an innovation when someone they know and respect (particularly those who they also consider similar to themselves) has already adopted the innovation. Dr. Tom Valente from Johns Hopkins University has completed significant work in the area of *Network Diffusion*⁹. He explains that steps can be taken to increase the frequency and impact of interpersonal communication to help the rate of diffusion. For example:

- Community opinion leaders (those who have frequent contact with many people and are known and respected) can be recruited to be issue, program or partnership spokespeople or champions. An opinion leader may be a formal leader, such as a city commissioner or a well-respected minister, but may also be someone whom people in the community look up to and respect, like the owner of a well-loved local restaurant or a young mother whose activism has earned the trust of the people in her neighborhood.
- People who are already committed to the issue, program or partnership – for example past program participants or committee members – can be coached and encouraged to engage in effective promotion to others within their existing network.

Understanding how new ideas and behaviours are accepted/adopted is very important for sustaining a project. Component-specific action steps based on diffusion are included in subsequent chapters.

Opinion leaders may:

- *let you know how the community will react;*
- *let you know what concerns are held by the community;*
- *have access to community history that might affect your initiative;*
- *be able to increase participation in and acceptance of your initiative;*
- *lend credibility to your cause;*
- *help you work out problems you are having in the community;*
- *be able to convince people who might otherwise be against your group or issue to support it; and*
- *have access to resources like people, space, or equipment that you might otherwise have difficulty getting.*

In the initial phases of the Niagara Heart Health Network, planning was undertaken to determine who should be involved in helping to shape the direction of the group and its activities. Once a list of potential members was created, an assessment was done to determine who within the existing partners already had a connection to the potential members. Then a personal verbal invitation was used, rather than a letter or printed invitation. A letter was used as a follow-up to the visit or call. An over-whelming turnout of almost all of the desired community representatives was the result of this process!

LEADERSHIP

Strong leadership is critical for all components of sustainability, particularly programs and partnership. Strong leaders:

- ask questions;
- listen actively;
- reserve judgement and keep an open mind;
- encourage different viewpoints;
- teach others how to solve problems without solving the problems for them;
- teach and coach others, without telling them what to do;
- organize information and data so others can understand and act on it;
- model the behaviour they would like to see in others;
- know how to bring the right people together for a task;
- are aware of their own limitations and know who is better qualified to make a decision or complete a task;
- help people reach consensus and strive for win-win agreements;
- do not take personal credit for what other individuals or the team does, but ensure that credit goes where it is due;
- understand that diversity can affect teamwork in positive ways;
- understand that people are motivated by different things and are willing to work hard to address those individual needs;
- share power and authority with others;
- encourage team members to take responsibility for issues, problems, action, and projects;
- look for ways to help the team achieve its goals;
- find opportunities to reward appropriate behaviour;
- are firm about goals and flexible about the process used to reach them;

Suggested Resource:

How You Can Be An Effective Leader¹¹

- address conflict;
- understand and acknowledge that people's individual needs (social, personal, career, lifestyle, work preferences, and so on) must be addressed to accomplish teamwork; and
- have had positive work experience with groups of diverse people¹⁰.

Working towards effective leadership models will increase the possibility of continued support from partners and make it more likely that new partners will be attracted to the group.

Table 3: Leadership Needs

<i>If the group members...</i>	<i>Use this leadership style...</i>	<i>By using these specific actions...</i>
<ul style="list-style-type: none"> • are inexperienced; • have little knowledge about or ability to do the job; and/or • lack confidence in doing the work. 	Tell	<ul style="list-style-type: none"> • give clear directions; • follow up; and • give feedback.
<ul style="list-style-type: none"> • are somewhat experienced; • need help “buying into” the decisions that have to be made; and/or • need coaching as to how to do the job. 	Sell	<ul style="list-style-type: none"> • explain decisions; and • give lots of opportunity for clarification.
<ul style="list-style-type: none"> • know how to do the job, but lack confidence; and/or • need to share decision-making with each other and the leader. 	Participate	<ul style="list-style-type: none"> • share ideas; • help members with decision making; and/or • encourage and compliment.
<ul style="list-style-type: none"> • are quite experienced; • are capable of doing the job; • want to do the job; and/or • are responsible for directing their own affairs. 	Delegate	<ul style="list-style-type: none"> • turn over responsibility for decision-making to the members and allow the members to carry out those decisions.

In a study of 500 senior and middle management executives leading their organizations to extraordinary accomplishments, six leadership practices were found to be common to successful leaders:

1. **Challenging the process** – actively challenging the status quo, searching for opportunities, recognizing good ideas, and taking risks.
2. **Inspiring a shared vision** – creating a vision and inspiring others to develop commitment.
3. **Enabling others** – fostering collaborative efforts and strengthening existing collaboration within the group.
4. **Modelling** – practising what they preach and planning small wins that make a difference over time.
5. **Encouraging** – recognizing other's contributions and ensuring that both individual and group accomplishments are celebrated widely.
6. **Organizational learning** – finding ways for organizations to monitor their own performance and improve¹².

Component-specific action steps based on the leadership concept are included in subsequent chapters.

When additional resources are required, it is a good idea to develop a resource generation policy.

RESOURCE CONSIDERATIONS

A resource is any source of aid or support that enhances one's ability to deal with a problem or situation. Resources can be human or material such as time supplies, meeting spaces, facilities and money. The ability to sustain issues, programs, behaviour changes and partnerships is dependent on securing adequate resources, over the long term.

Funding may be accessed through a variety of sources including:

Activities that use fewer resources and have low administrative costs are always easier to sustain. These lower maintenance activities may also be more appealing to potential future funders or organizations who may be able to adopt a program. Programs that require highly skilled individuals, paid staff, expensive equipment or materials are generally more difficult to sustain.

- *government grants;*
- *foundations;*
- *corporations;*
- *user fees;*
- *shared budget lines across partners;*
- *fund-raising events;*
- *bequests; and*
- *public donations.*

When determining resource needs:

- Keep the mission, vision and objectives of the activity or project in mind to stay focused on what is important.
- Identify clearly what activities are to be sustained and then decide what resources are necessary. Start by identifying the "need to have's" and then move on to the "nice to have's".
- Brainstorm possible low or no cost strategies¹³.

To reduce resource needs and administrative costs:

1. use existing resources (meeting space, program materials, etc.) that are available from other community agencies, groups or partners;
2. solicit in-kind contributions from participating partners for the services and materials needed such as meeting space, postage etc.;
3. secure commitment from current partners to incorporate support for the project into their core budget;
4. have partners share and/or rotate the secretariat function;
5. when funding is available, produce plenty of program/promotion materials, so that they will be available for distribution when funding is reduced or withdrawn;
6. consider selling resources on a cost recovery basis;
7. implement programs that include professionals with mandated responsibilities in that area (e.g. ask health inspectors to teach the food safety component of a restaurant program);
8. recruit retired professionals to provide program components (e.g. ask a retired police officer or social worker to talk about family violence);
9. use creative, low cost health communication strategies (e.g. get help from local college marketing students to develop media campaigns, make presentations, distribute media releases); and/or
10. recruit and train volunteers who have already successfully changed behaviours to assist with or champion programs.

Suggested resources:

Financing Your Healthy Communities Initiatives Video¹⁵, Discover Total Resources – A Guide for Nonprofits¹⁶, Making the Case¹⁷

When soliciting support (financial or otherwise) it is important to:

- ensure that you are well prepared;
- describe what difference the support will make to your cause;
- outline the benefits to be gained by the donor;
- prepare short, simple and succinct written material on what the resource will be used for;
- be honest about the time and scope of involvement you are asking for;
- provide several options that the donor can choose from; and
- send a personalized thank-you whether resource request is granted or not.

The board of directors of a heart health project were approached by a local Chamber of Commerce regarding potential support for a corporate challenge event. In exchange for financial support to the event, the heart health project received community profile and the event included one aerobic activity, a smoke-free venue, and healthy food choices. A profit was made on the event and a percentage was returned to the heart health project. After the event, the Chamber of Commerce made some changes within their worksite to make it more heart healthy. The Chamber also began including a regular heart health column in their monthly newsletter, which in turn was circulated to all local worksites.

The component-specific action steps in subsequent chapters include resource considerations.

Chapter Four: The Issue

DEFINITION OF SUSTAINING THE ISSUE

According to Webster's dictionary an issue is "a point or matter which is of special or public importance". In heart health, for example, the issue to sustain is: *Heart disease is the number one cause of death and disability and is largely preventable.*

Sustaining the issue means achieving a high level of awareness about the issue, then maintaining that awareness to keep it on the agenda of some key audiences including:

- the public (citizens, groups, individuals);
- decision makers (politicians, managers, owners); and
- project partners (agencies, organizations, workplaces, business).

Keeping the issue on the agenda means convincing the people and institutions listed above to make a long-term commitment to the issue, thereby sustaining it.

RATIONALE FOR SUSTAINING THE ISSUE

Sustaining the issue, or convincing the public, decision makers and/or project partners to make a long-term commitment to the issue is important for many reasons.

The Public

In the case of the public, maintaining awareness about the issue can be a major influence on people's opinions and create a readiness for behaviour change and for changes in policy. According to many behaviour change theories, there can be little movement towards any type of change unless there is an increased awareness of the issue first. Ongoing efforts to maintain public awareness are required because for any given awareness campaign, not everyone within the intended audience will be reached. Many will not be ready to "hear" the message when presented. Others who have already changed their behaviour but relapsed may need to hear messages repeated or perhaps positioned differently. In addition, high public awareness tends to result in increased decision maker awareness.

Decision Makers

Sustaining the issue to secure a long-term commitment from decision makers will help to increase the number of decision makers who are open to and supportive of shifts in practices and policies which will help sustain the work of the project. It will also help to increase the number of decision makers who support the issue and are willing to act as project champions - something which is of particular importance when decision makers determine who receives financial support. Their long-term support is needed to see the slow process of behaviour change through.

An important strategy in enlisting influential people is to educate them as much as possible about your issue and to establish yourself as an expert who can be helpful to them. If they see you as someone they can come to for reliable information, they're far more likely to be helpful to you.¹⁷

Project Partners

For project partners, successfully sustaining the issue within their organizations will increase the number of partners who are open to a proposal of integrating a program or initiative and the number of partners who will stay involved in order to continue collective efforts to address the issue.

HOW TO SUSTAIN THE ISSUE

Step One: Determine Which Component(s) Is Most Relevant to You Right Now

If you are working on an issue and want to increase and/or sustain public, decision maker, and/or community partner awareness of and support for the issue, then this chapter on sustaining the issue will be relevant for you. The *Step One Worksheet* is designed to help you with this step.

Step Two: Clarify Your Component Outcome Goal

Sustaining the issue involves working toward making the public, decision makers, and project partners aware and supportive of the need for community and individual changes. The *Sustaining the Issue: Steps Two-Four Worksheets* are designed to help you with this step.

Step Three: Determine Whether Sustainability Efforts are Required and Feasible

Work toward sustaining the issue 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 one or more of the barriers do apply, you will need to choose between:

- modifying activities to eliminate the barrier(s);
- continuing on as planned to termination (with no intent to sustain in the long term); or,
- stopping the affected activities immediately.

If you decide that the component should be sustained, then you will progress to step four.

Step Four: Consider Key Recommendations and Generate Action Steps

Step four involves reviewing a series of component-specific recommendations based on key concepts that relate to the component. As discussed in chapter two, the key concepts of diffusion, leadership, and resource considerations apply to the issue, as to other components. In addition to these key concepts, health communication also applies to sustaining the issue.

Health Communication

Health Communication is described by the World Health Organization as a “key strategy to inform the public about health concerns and to maintain important health issues on the public agenda”¹⁸. Though the messages and vehicles used to explain the issue to the various audiences may vary, the core issue should remain consistent. The reason why each audience needs to be aware of the issue will differ, therefore how it is positioned (made relevant) may also differ between audiences. Some examples of health communication strategies are shown in Table 4.

Suggested Resources:

Overview of Health Communication workbook²⁰, Making the Case²¹, Strengthening Personal Presentations²².

Table 4: Examples of Health Communication Activities

	<i>Media</i>	<i>Interpersonal</i>	<i>Events</i>
Public	Awareness Campaigns <ul style="list-style-type: none"> • mass mailings • distribution of pamphlets and booklets • mass communication campaigns (e.g. tv, radio, newspapers) 	Presentations Displays Client-patient interactions worksite awareness programs telephone hotlines	Forums Festivals Contests Running/walking events Fairs
Decision Makers		Presentations to decision makers Meeting with politicians	Political action march
Partners	Profiling Partners <ul style="list-style-type: none"> • their logo on project materials • partner names in articles 	Presentations at partners' board meetings Recognition awards	Annual meeting Recognition event

Key Recommendations

During planning, the recommendations related to relevant key concepts should be reviewed. For each relevant recommendation, action steps should be added/incorporated into your project plan. This should be repeated with each subsequent planning process, until most or all recommendations have been addressed. The *Sustaining the Issue: Steps Two - Four Worksheets* are designed to help with this process.

Health Communication

1. Disseminate messages to intended audiences frequently and consistently over a sustained period.
2. Use no or low cost health communication strategies (including media, interpersonal and events) with high reach to increase/maintain audience awareness of the issue.
3. Use communication materials and resources that have already been developed (whenever possible/appropriate).
4. Establish credibility with media representatives by providing accurate, relevant and timely information.

In the Brant-Haldimand-Norfolk Heart Health demonstration site, a program was created known as "Tell Two Hearts". Interested participants from other programs were provided with a "stash" of materials, most of which were low or no cost, to distribute at their discretion to others. The volunteers tracked what was provided and anecdotal changes in recipients behaviour.

5. Provide information to the audience(s) (public, decision makers, partners) on how work to date has resulted in some progress.

Diffusion

6. Produce sufficient quantities of communication/awareness 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.
8. Involve participants of programs in the promotion of the issue (provide them with materials and encouragement).

Leadership

9. Ensure that there is group commitment to training project members in developing communication campaigns.
10. Ensure that local opinion leaders have been recruited and trained to act as issue spokespersons.
11. Ensure that effective messengers are in place to promote the issue.

Step Five: Implement Action Steps

In step five, activities related to sustaining the issue (those already happening and activities that have been added to address the recommendations) are implemented with ongoing evaluation. If evaluation reveals that an activity is not effective, action should be taken to make it more effective or it should be terminated. There is little point in sustaining activities that do not contribute to overall project goals and objectives.

Step Six: Assess Progress Toward Component Outcome Goal

Step six involves assessing whether or not there has been progress toward the component-specific outcome goal. If progress is evident, then you should continue implementing as many of the key recommendations as possible, until the outcome goal is achieved. If recommendations have been addressed and all component activities are being implemented as effectively as possible, but there is still little or no progress toward the outcome goal, then you should revisit step one. A barrier to sustainability may exist that you were previously unaware of, or that was irrelevant at the time you assessed the component.

Chapter Five: Behaviour Changes

DEFINITION OF SUSTAINING BEHAVIOUR CHANGES

Behaviour change is a process that usually occurs over an extended period of time and includes a tendency to relapse before new behaviours are permanently maintained. If programs and supports for sustaining behaviour changes are withdrawn prematurely, a percentage of individuals will revert to former unhealthy behaviours.

RATIONALE FOR SUSTAINING BEHAVIOUR CHANGES

In many cases, the effects of community based health promotion interventions are not reflected in epidemiological shifts (actual changes in morbidity and mortality) for at least 15 years. The more people who are supported in continuing their healthy behaviours during this time, the more significant the results.

HOW TO SUSTAIN BEHAVIOUR CHANGES

Step One: Determine Which Component(s) is Most Relevant to You Right Now

If you are working on changing a particular behaviour, in a particular audience and you want to do this effectively and as permanently as possible, then this chapter on sustaining behaviour changes is relevant for you. The *Step One Worksheet* is designed to help you with this step.

Step Two: Clarify Your Component Outcome Goal

Sustaining behaviour changes involves working toward:

- establishing supportive physical and social environments; and
- program activities that build audience behaviour change maintenance skills.

The *Sustaining Behaviour Changes: Steps Two-Four Worksheets* are designed to help you with this step.

Behaviour change is a process. In the Trans-Theoretical Model, or Stages of Change as it is more commonly known, Prochaska and DiClemente³⁹ propose that changes in health behaviour are not discrete events. Rather, people change as they progress through five stages. In each of the stages a person has to work with a different set of issues related to changing their behaviour. The five stages are:

- precontemplation (not thinking about changing);
- contemplation (thinking about changing but not quite ready);
- preparation (getting ready to change);
- action (making the change); and
- maintenance (successfully maintaining the change).

Along the way to permanently changing behaviour, most people experience relapse.

Step Three: Determine Whether Sustainability Efforts are Required and Feasible

Work toward sustaining behaviour changes 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 one or more of the barriers do apply, you will need to choose between:

- modifying activities to eliminate the barrier(s);
- continuing on as planned to termination (with no intent to sustain in the long term); or,
- stopping the affected activities immediately.

If you decide that the component should be sustained, then you will progress to step four.

Step Four: Consider Key Recommendations and Generate Action Steps

Step four involves reviewing a series of component-specific recommendations based on key concepts that relate to the component. As discussed in chapter two, the key concepts of diffusion, leadership, and resource considerations apply to programs, as to other components. In addition to these key concepts, individual-level and population-level supports also apply to sustaining behaviour changes.

Increasingly, supportive environments are being recognized as necessary for long-term maintenance of health-promotion behaviours (and as an incentive for people to make a behaviour change). Supportive environments can occur at both the population and individual level. They are designed to make the healthy choice the easier choice.

Population-level supports

Population-level supports include healthy public policies (e.g. smoke-free spaces, more housing for the homeless) and healthy physical environments (e.g. bicycle paths, breast feeding areas). They support the initiation of

Suggested resources:

Making a Difference in Your Community⁴², Making a Difference! A Workshop on the Basics of Policy Change⁴³, Media Advocacy Workbook⁴⁴.

healthy behaviour changes because they show that the community values healthy lifestyles, make choices easier and show others modeling the healthy behaviour. Adopting health policies and creating healthy physical environments results in available, affordable and accessible opportunities to practice new behaviours. For instance, encouraging participants in a “Heart Smart Cooking Course” to cook with low fat cheese would not be useful if local stores do not carry low fat options or the cost is more than the higher fat choices.

If an individual is trying to incorporate a noon hour walk into their workday, their behaviour will be reinforced if they see that a walking club has been established, routes set up in and around the workplace and reading material is available. The physical setting of the routes is supportive, the nurse offers individual support and when others partake in the club, peer support is provided.

Individual-level supports

Providing individual level supports involves ensuring that programs and resources incorporate as many behaviour maintenance supports as possible before, during and even after program completion. Individual behaviour maintenance supports can be offered in the form of *tools* such as self-help booklets or *services* such as telephone hotlines or support groups. They should be available, easily accessible and should operate largely outside the structure of programs. The behaviour maintenance supports described in the step three action steps are based on numerous theories about behaviour change.^{45, 46, 47, 48, 49}

Key Recommendations

During planning, the recommendations related to these key concepts should be reviewed. For each relevant recommendation, action steps should be added/incorporated into your project plan. This should be repeated with each subsequent planning process, until most or all recommendations have been addressed. The *Sustaining Behaviour Changes: Steps Two - Four Worksheets* are designed to help with this process.

Population-Level

1. Ensure efforts to create healthy public policies and supportive physical environments are included in all appropriate behaviour changes.
2. Ensure that opinion leaders and champions who will advocate for healthy public policy changes have been identified.
3. Ensure that local government shows commitment to publicly affirming the importance of the issue and their resolution to address it.

Policy change may neither be feasible nor necessary in some cases, however it should be considered because a combination of education, environmental support and policy has the greatest potential of far-reaching, sustained change in your community.⁴⁰

Individual-Level

Incorporate as many of the following behaviour maintenance supports as possible into programs and resources and continue to offer these supports after program completion. Supports can be offered in the form of *tools* such as self-help booklets or *services* such as telephone hotlines or support groups. They should be available, easily accessible and should operate largely outside the structure of programs.

Assist clients:

4. create short-term, flexible, and realistic goals tailored to their situation.
5. write contracts with themselves or others outlining expectations, responsibilities, and reinforcements.
6. monitor themselves 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?).
7. eliminate or modify cues (environmental restructuring/stimulus control) that prompt undesirable behaviours (e.g. storing tempting foods out of sight).
8. with reinforcement management (rewards and feedback provided to self or by others for successful behaviour changes).
9. replace the unhealthy behaviour with a substitute behaviour (counter conditioning).
10. gradually increase the difficulty of their goals.
11. break the target behaviour or long-term goal, into smaller, more easily managed components.
12. record their successes.
13. develop/learn anxiety reduction techniques to help make the challenging situation less threatening and allow energy to be focused on performance.
14. with finding social support from people who: are already engaged in the positive behaviour; are addressing the change simultaneously and

“Heart Healthy Heroes” was developed to profile real people in the community who had made great strides towards a lifestyle change. Although many were reluctant to go public because they were not sure they had yet reached maintenance, they were willing to share their hurdles, lessons learned, and advice with others in the hopes that it would help. The stories, publicized in local media, not only provided positive feedback and recognition to the Hero but motivated others to undertake change. One woman who saw a cable TV interview with a Hero who had lost a lot of weight through programs at the local Y, not only joined the Y but sought out the Hero at the facility and gave her a written thank-you note for her inspiration. This, in turn, provided additional incentive to the original Hero.

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. Peer leaders from previous programs can often provide valuable support.

Resource Considerations

15 Find ways to reduce resource needs and administrative costs .

Step Five: Implement Action Steps

In step five, activities related to sustaining behaviour changes (those already happening and activities that have been added to address the recommendations) are implemented with ongoing evaluation. If evaluation reveals that an activity is not effective, either action should be taken to make it more effective or it should be discontinued. There is little point in sustaining activities that do not contribute to overall project goals and objectives.

Step Six: Assess Progress Toward Component Outcome Goal

Step six involves assessing whether or not there has been progress toward the component-specific outcome goal. If progress is evident, then you should continue implementing as many of the key recommendations as possible, until the outcome goal is achieved. If recommendations have been addressed and all component activities are being implemented as effectively as possible, but there is still little or no progress toward the outcome goal, then you should revisit step one. A barrier to sustainability may exist that you were previously unaware of, or that was irrelevant at the time you assessed the component.

Complex behaviour changes tend to have the lowest maintenance rates. By commercial and public service standards, the conversion of 20% of a population to a new practice in any program would be considered successful. Reasons for dropout vary and do not necessarily mean the individual will not maintain or adopt the behaviour in another setting or at another time.³⁹

Chapter Six: Programs

DEFINITION OF SUSTAINING PROGRAMS

A program is one or more related activities, e.g., skill building, policy initiative, awareness campaign. In general, there are four types of programs, including awareness raising, education and skill building, and environmental support programs.

Programs can be designed for different:

- audiences (such as children, cultural groups, women);
- settings (such as schools, homes, health care facilities, businesses); and/or
- risk factors (such as homelessness, cardiovascular disease, AIDS).

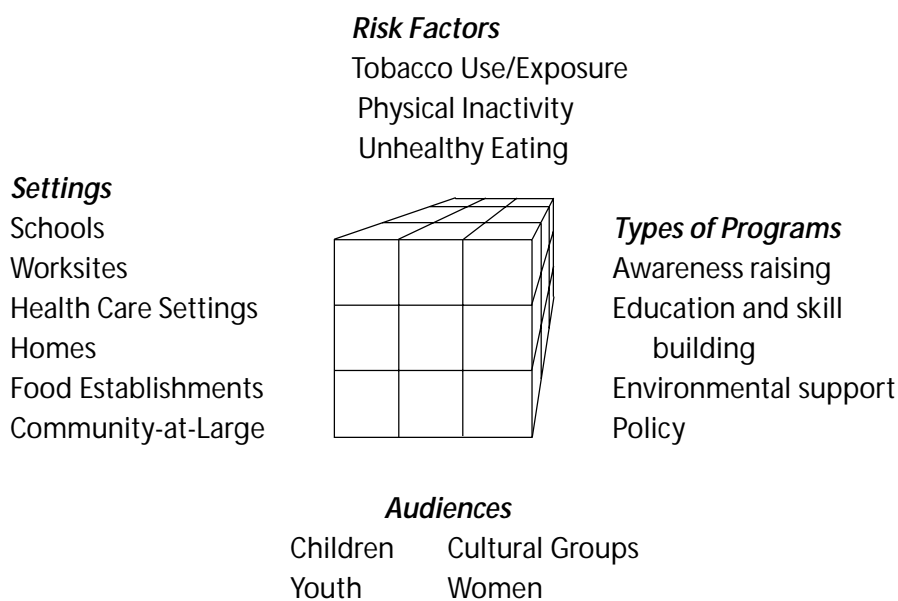


Figure 3
Program Dimensions

Program sustainability is the capacity to deliver a particular program or a group of programs (initiatives) over the long term by integrating it into an existing organization. Integration occurs when a community organization, agency, group, business, or workplace assumes total responsibility for a program or initiative.

RATIONALE FOR SUSTAINING PROGRAMS

Sustaining programs over the long term allows time for programs to reach larger portions of the population. The large initial investment of time, resources and planning needed to implement programs also warrants programs and initiatives being sustained over the long term.

HOW TO SUSTAIN PROGRAMS

Step One: Determine Which Component(s) Is Most Relevant to You Right Now

If you are working on a program such as:

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

and you know that if it is to survive in the long-term, an individual or organization will need to take responsibility for maintaining it, then this chapter on sustaining programs will be relevant for you. The *Step One Worksheet* is designed to help you with this step.

Step Two: Clarify Your Component Outcome Goal

Sustaining programs involves working toward integrating them into an existing community organization. The integrated program may take one (or a hybrid of one or more) of the following formats.

Independent Model – An organization/entrepreneur continues the program on their own and provides the necessary resources, planning, coordination, funding and administrative and program staff. For example, a breast feeding program that has been successfully implemented in a workplace by a healthy babies coalition could continue to run within the workplace without assistance from the coalition (resources would come from the workplace).

In one Ontario Heart Health Demonstration Site, a program was established known as 'Community Partnership Requests' where organizations or individuals were encouraged to request support for innovative program ideas. One such request that was supported for two consecutive years involved a Heart Health Week for hospital staff and the public. The hospital promoted a health risk appraisal, healthier food choices in the cafeteria, an active living challenge and a healthy social environment. After the initial support period, the program received enough internal and community support that it continued without heart health funds.²³

Cooperative Model – A single agency administrates the program and other organizations cooperate as needed in the delivery. For example, a public health department could be responsible for the administration of a drinking and driving education campaign, but other community agencies and volunteers might provide significant contributions to the delivery (materials, speakers, etc.).

Coordinated Model – Joint planning of programs or initiatives occurs, but individual partners implement various pieces. For example, a local Smoke-Free Council may plan a set of coordinated activities for National Non-Smoking Week, but have individual partners take lead roles on different activities (e.g. one provides a mall display, another conducts a contest, etc.).

Collaborative Model – A partnership works together on programs and initiatives with common goals and shared responsibilities. For example there may be no particular lead agency working to change gun control laws, but organizations could collaborate to manage activities.

Step Three: Determine Whether Sustainability Efforts are Required and Feasible

Work toward sustaining programs may not be feasible or 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 one or more of the barriers do apply, you will need to choose between:

- Modifying activities to eliminate the barrier/s;
- Continuing on as planned to termination (with no intent to sustain in the long term); or,
- Stopping the affected activities immediately.

If you decide that the component should be sustained, then you will progress to step four.

Step Four: Consider Key Recommendations and Generate Action Steps

Step four involves reviewing a series of component-specific recommendations based on key concepts that relate to the component. As discussed in chapter two, the key concepts of diffusion, leadership, and resource considerations apply to programs, as to other components. In addition to these key concepts, community integration also applies to sustaining programs.

Community Integration

The long-term viability of a program is ensured through its integration into one or more existing organizations. The integration is usually dependent on a natural fit between the program and the community organization that is adopting the program (i.e., the program helps the adopting community organization fulfil its mandate).

Integration is generally a gradual process where the community organization that is adopting the program gradually assumes responsibility for the program while the original program administrators retreat and disengage from the decision-making process and from financial and managerial control of the program. O'Loughlin et al.²⁴ describe the final stage in integration as "the new policy, program, or technology 'settles' into the organization as a result of 'mutual adaptation' as the innovation and the host both change in interaction with each other."

The Minnesota Heart Health Program showed that a substantial proportion of diverse programs could be integrated into the community and survive for several years following the withdrawal of grant-driven resources. A 60% program survival rate is a reasonable expectation of community integration activity²⁴

Key Recommendations

During planning, the recommendations (identified from a number of researchers and sources^{25, 26, 27, 28, 29, 30, 31, 32, 33}) related to these key concepts should be reviewed.

For each relevant recommendation, action steps should be added/incorporated into your project plan. This should be repeated with each subsequent planning process, until most or all recommendations have been addressed. The *Sustaining Programs: Steps Two - Four Worksheets* are designed to help with this process.

Over the life of the project, programs will be at various stages. There are different considerations for sustainability depending on the stage. The key concept action steps presented below have been categorized based on the stage of program development to which each most applies. Some

steps have application across all stages so it is worthwhile to consider the full list for each program. The stages are initiation, implementation, evaluation, and integration. The key concepts of diffusion, leadership, community integration have been incorporated into these action steps, though the steps are not categorized according to these key concepts as for other components.

Initiation

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.
5. Allow sufficient time to plan for integration. The potential adopting organization needs time to see the value of the program.
6. Allow a high degree of local program control so that there is flexibility to customize the program to community need/capacity.
7. Ensure that there is a program champion who develops and sustains a personal commitment to continuing the program.
8. Lay the financial groundwork for integration in the early stages of program development.

Implementation

9. Ensure that 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. This makes it "four times more likely to be sustained."³⁵
11. Ensure there is access to the necessary tools, resources, supports and training to assist with program implementation and maintenance.
12. Ensure the program helps partners, especially lead partners to achieve their individual mandates.
13. Involve a health professional as one source of information either directly to the audience or via a 'train the trainer' approach.

Organizational champions tend to be mid to upper-level administrators with an acute sense of the types of trade-offs that are necessary to influence others to support the program. They have strong negotiating skills. They are the type of person who speaks with authority for the agency, but is not so senior as to be inaccessible to those whose good will needs to be cultivated³⁵

14. Involve participants who have completed the program in program promotion, implementation or other aspects of the project.
15. Ensure the front line staff and other members of the potential adopter organization support the intervention. This is more likely to occur if the program is not imposed from above, if it doesn't create more work and if they have helped create and evaluate the program.

Evaluation

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.
18. Ensure that there is early and continuing success based on established objectives, combined with an expectation of future success.
19. Ensure that the program has demonstrated that the impact has a greater value than the costs associated with its delivery.
20. Ensure that the current participating partners can identify benefits as a result of being involved in the program (e.g. program materials, enhanced community profile, innovative approach). These can be promoted as incentives to encourage potential adopting organizations.

Integration

21. Ensure that the program is desired by a host organization (you may need to 'make the case' for integration of the program: demonstrate the need for the program; show that it is wanted by the constituents; and prove that it will help to meet the host organization's goals.)
22. Ensure that the 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 the long term.
23. Ensure that there is a strong connection between the potential lead agency and the program (i.e. the intervention is consistent with 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.

Suggested resources:

Giving Programs a Permanent Base³⁷, Program Institutionalization³⁸

25. Provide the adopting organization with clear and thorough 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 to a local person, committee, or organization has occurred or is occurring.

Step Five: Implement Action Steps

In step five, activities related to sustaining programs (those already happening and activities that have been added to address the recommendations) are implemented with ongoing evaluation. If evaluation reveals that an activity is not effective, either action should be taken to make it more effective or it should be discontinued. There is little point in sustaining activities that do not contribute to overall project goals and objectives.

Step Six: Assess Progress Toward Component Outcome Goal

Step six involves assessing whether or not there has been progress toward the component-specific outcome goals. If progress is evident, then you should continue implementing as many of the key recommendations as possible, until the outcome goal is achieved. If component recommendations have been addressed and all component activities are being implemented as effectively as possible, but there is still little or no progress toward the outcome goal, then you should revisit step one. A barrier to sustainability may exist that you were previously unaware of, or that was irrelevant at the time you assessed the component.

Chapter Seven: The Partnership

DEFINITION OF SUSTAINING THE PARTNERSHIP

A partnership can be defined as two or more individuals, organizations and/or agencies that come together to work co-operatively towards a set of shared outcomes. Sustaining the partnership means maintaining some form of a group effort over the long term to address an issue, set of programs, and/or behaviour changes (the project).

If a group intends to secure continued financial support, the funders will almost always expect a partnership to be in place.

RATIONALE FOR SUSTAINING THE PARTNERSHIP

There are many reasons to work towards the continuation of a partnership.

- Significant efforts will have already been made in establishing the current partnership in terms of recruitment and orientation.
- The work and successes of the partnership to date will make it easier to attract new members. It is always more challenging to recruit in the early days when there are few tangible activities.
- Significant progress will have already been made regarding the most effective methods of working together as partners. Building on this will allow for even greater progress while leaving many of the hurdles behind.
- Considerable resources will have been allocated to products and materials that identify the community partnership. These will have an extended shelf life and an expanded impact if the partnership remains viable.
- Typically, at least 15 years are required to see the epidemiological effects of chronic disease prevention interventions. Ideally, partnerships continue until some degree of this success is evident, thereby validating their work.
- If the partnership were to dissolve, it would be challenging for the individual partners to attempt collective action in the future due to the reduction of credibility, and perhaps community confusion about the identity and purpose of future projects.

HOW TO SUSTAIN THE PARTNERSHIP

Step One: Determine Which Component(s) Is Most Relevant to You Right Now

If you are addressing an issue, and want to enhance your efforts by building and/or maintaining an effective, efficient, sustainable partnership, then this chapter on sustaining partnerships will be relevant for you. The *Step One Worksheet* is designed to help you with this step.

Step Two: Clarify Your Component Outcome Goal

Sustaining the partnership involves working toward the continuation of an effective efficient partnership. The partnership may take on one (or a hybrid of more than one) of the following formats.

Consultative or Advisory – partnerships that are formed to receive public input around change or to gather ideas for future activities

Contributory – the 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 partnerships 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

Suggested resources:

Community Action Handbook and Video⁵⁰, Community Tool Box⁵¹, The Partnership Handbook⁵², Health Behaviour and Health Education: Theory, Research, and Practice⁵³, Building and Maintaining An Effective Coalition⁵⁴

Step Three: Determine Whether Sustainability Efforts Are Required and Feasible

Work toward sustaining a partnership may not be feasible or 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 one or more of the barriers do apply, you will need to choose between:

- modifying activities to eliminate the barrier/s;
- continuing on as planned to termination (with no intent to sustain in the long term); or,
- stopping the affected activities immediately.

If you decide that the component should be sustained, then you will progress to step four.

Step Four: Consider Key Recommendations and Generate Action Steps

Step four involves reviewing a series of component-specific recommendations based on key concepts that relate to partnerships. As discussed in chapter two, the key concepts of diffusion, leadership, and resource considerations apply to partnerships, as to other components. In addition to these key concepts, membership involvement, community capacity, infrastructure and ways of work, also apply to sustaining the partnership.

Membership Involvement

Broad based involvement of the community, its leaders and its organizations is necessary for successful population-wide behaviour change.

Partnerships should and do serve our self-interests, whether on a personal or professional level. Self-interest is a primary motivation for people and should be acknowledged. There always needs to be something in it for each partner. Knowing what this is ahead of time, and being able to talk about it openly, helps build a partnership. What each individual may gain as a result of the partnership will vary, but it could include things such as:

Coalitions driven only by professionals get in the way of community ownership.⁵⁵

- implementation of programs to a degree not possible on their own;
- credibility by association with the partnership;
- enhanced public profile;
- opportunity to share and gain information;
- opportunity to participate in training and technical assistance; and
- opportunity to increase influence.

Enhancing Commitment

If people are to be valuable participants, they need to bring commitment to the task. Commitment grows when people work together, feel successful at what they do, make decisions together, work through conflicts, support each other, have fun and play together, overcome obstacles, challenge each other, experience a victory together and learn from mistakes and setbacks.

Commitment is the backbone and strength of a group or organization, because:

- The more committed people are, the more effective they are at influencing others. Their tone of voice, posture, and words have the power to move others. People take note when someone speaks or acts with resolve. If a whole group acts with determination and commitment, great numbers of people pay attention.
- People who are committed are the ones who do not give up. They set an example for those who do not have the confidence or experience to go through the hard times and hold out for the rewards of success.
- People cooperate at a higher level when they share commitment. Commitment fosters camaraderie, trust, and caring – the stuff a group needs to keep it going for the long run.
- If people are committed to an effort for a period of time, they learn what they need to know to be more effective. People need time to try things out, make mistakes, and then figure out a strategy that works.

Strategic Recruitment

Partnerships are about people ... committed people. Committed people are the essential ingredient to reaching any community goal – they are like gold. The more of them involved, the greater momentum you can generate to get the job done.

People who are approached about becoming part of a project will be

Broad representation and inclusion of key community leaders lend credibility to a cause. Most politicians are very sensitive to public opinion. Coalitions which have a broad representation, are more likely to communicate that there is public support for the issue. In addition, recruiting high-powered community champions can raise the profile of the issue and increase access to decision makers.⁵⁶

more likely to respond affirmatively if they like or respect the messenger, have the resources required to respond (i.e. time), and are already in support of the cause. One untapped resource in a community might be the corporate sector where employees can be seconded for work on a community project.

Community Capacity

Community capacity is the ability of a community to organize itself to identify and solve problems. Building community capacity involves nurturing and building upon strengths, resources and problem-solving abilities already present. It may involve providing training in areas such as: shared power; sustainability; leveraging resources; health education, promotion and communication.

Aspects of community capacity that influence how sustainable a partnership will be include:

- The **number** of people involved and the diversity in representation geographically, culturally etc.
- The **skills** that people bring to the project (e.g. ability to engage constructively in group process, conflict resolution, problem solving, program planning, evaluation, resource mobilization, policy and media advocacy, etc.)
- The **passion** and commitment that people bring to the issue.
- The **history / wisdom / knowledge** that people bring regarding important social, technological, political, and economic changes that have occurred both recently or more distally; types of organizations, community groups, and community sectors, etc.

Community involvement can be referred to as community development or mobilization.

Community mobilization is a planned process to activate a community to use its own social structures and any available resources to accomplish community goals.

Community development is the process of supporting community groups in identifying their health issues, planning, and acting upon their strategies for social action/social change, and gaining increased self-reliance and decision-making power as a result of their activities.

Community involvement enhances community ownership, which in turn leads to increased community capacity to maintain programs and behaviour changes.

The relationship that develops between individuals in partnerships (social networks) can act as a powerful tool for information dissemination, partner recruitment and influence. Social networks lead to social capital which is the degree of social cohesion that exists in communities. It refers to the processes between people who establish networks, norms, social trust, and facilitate coordination and cooperation for mutual benefit. When partners work together over time, social capital builds and becomes a legacy for work not only on the initial topic but also for other areas of work.

Infrastructure

Typical types of partnership infrastructures include networks and coalitions. Typically, a network is a looser entity that's primary purpose is sharing information with little collective action (e.g. those involved in promoting physical activity in a community might come together a few times in a year to talk about their activities). In contrast, a coalition focuses on collective action that meets goals for all involved (e.g. several organizations and individuals that work together for smoke-free public places by-laws). Individual members have their own mandates but this one function in common. Partnership infrastructures evolve and mature as the players and the context changes.

Ways of Work

"Ways of Work" are the informal and formal operating procedures and practices used to meet the goals of the project. They can be optimized (making partners more likely to want to continue their involvement):

- by having clarity of vision and goals;
- with appropriate and effective organizational structure;
- with effective outreach and communication methods;
- by providing opportunities for member responsibility and growth;
- with effective planning, implementation and evaluation;
- using research and external resources;
- by creating a sense of community within the partnership;
- by meeting needs and providing benefits; and
- by establishing relationships with elected officials, institutional leaders and other powerful people.

Key Recommendations

During planning, the recommendations related to these key concepts should be reviewed. For each relevant recommendation, action steps should be added/incorporated into your project plan. This should be repeated with each subsequent planning process, until most or all recommendations have been addressed. The recommendations that increase the likelihood of sustaining effective partnership apply as equally to the partnership as a whole as to the work groups or teams responsible for individual programs. The *Sustaining the Partnership: Steps Two - Four Worksheets* are designed to help with this task.

Membership Involvement

1. Develop a 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 organizations (e.g. enhanced public profile; opportunity to gain information; opportunity to participate in training). It will go a long way to building trust and mutual understanding within the partnership.
3. Ensure that the partners perceive more benefits than costs from being a group member.
4. Ensure that partners are committed to continuing the partnership.
5. Acknowledge, openly and honestly, the different types of power that each individual or organization brings to the table. Through acknowledgment, we are then able to deal with issues or conflicts that arise from the use of power.
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.

Community Capacity

8. Establish written objectives for developing community capacity where necessary, through training opportunities.

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 (not everyone learns the same way).

Infrastructure

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.
13. Ensure that the infrastructure is cost effective to operate.

Ways of Work

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.
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 and objectives, planning, implementation, evaluation, and sustainability.
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.
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 clear and effective shared decision-making process.

Once a coalition forms, it may cease to be viewed as worthwhile if the aspirations of its members are not realized. Similarly, if aspirations change, the coalition may no longer be perceived as worth while⁵⁶

25. Share credit, fun and recognition.
26. Periodically assess of partnership functioning (many excellent resource exist on this topic).
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 situation calls for significant change.

Resource Considerations

29. Find ways to reduce resource needs and administrative costs.

Step Five: Implement Action Steps

In step five, project activities related to sustaining the partnership (those already happening and activities that have been added to address the recommendations) are implemented with ongoing evaluation. If evaluation reveals that an activity is not effective, either action should be taken to make it more effective or it should be terminated. There is little point in sustaining activities that do not contribute to overall project goals and objectives.

Step Six: Assess Progress Toward Component Outcome Goal

Step six involves assessing whether or not there has been progress toward the component-specific outcome goals. If progress is evident, then you should continue implementing as many of the key recommendations as possible, until the outcome goal is achieved. If component recommendations have been addressed and all component activities are being implemented as effectively as possible, but there is still little or no progress toward the outcome goal, then you should revisit step one. A barrier to sustainability may exist that you were previously unaware of, or that was irrelevant at the time you assessed the component.

Glossary

Activity – an inclusive term, generic to any and all of the undertakings within a project. It applies to programs, initiatives, and partnership activities.

Audiences – the people you want to reach with programs and initiatives.

Champion – a person who publicly upholds a cause.

Coalition – a structured arrangement for coordination, cooperation and collaboration between otherwise unrelated groups or organisations, in which each group retains its identity but all agree to work together toward common, mutually agreed upon goals.

Community Capacity – the ability of a community to organize itself to identify and solve problems. Building community capacity may involve providing training in areas such as: shared power; sustainability; leveraging resources; health education, promotion and communication.

Community Development – the process of supporting community groups in identifying their health issues, planning, and acting upon their strategies for social action/social change, and gaining increased self-reliance and decision-making power as a result of their activities.

Community Mobilization – a planned process to activate a community to use its own social structures and any available resources to accomplish community goals.

Diffusion – the general process whereby change spreads from one setting to another.

Diffusion of Innovation – the spread of new ideas, techniques, behaviours or products throughout a population.

Empowerment – an individuals' ability to make decisions and have control over their personal life (WHO).

Environmental support – a health promotion approach that refers to changes in the physical and social environments, which help to create a healthy society and support things like healthy public policy. For example, promotion of physical activity in a community is facilitated when there are bicycle paths and walking trails, improved street lighting and lower crime rates. A second definition includes indirect programming where programs are directed to an audience e.g. health professionals who then promote the behaviours to their audiences /clients

Health Communication Campaigns – goal oriented attempts to inform, persuade or motivate behaviour change in a well-defined and large audience. Campaigns provide non-commercial benefits to the individual and/or society, typically within a given time period, by means of organized communication activities. The activities involve media, interpersonal support and community events (THCU).

Healthy public policies – create a supportive environment to enable people to lead healthy lives.

Integration – when a local host organization gradually assumes entire responsibility for an intervention as the external agency retreats and disengages from the decision-making process and from financial and managerial control of the program (O’Loughlin).

Initiatives – includes all of the programs within a given setting (such as a school or worksite).

Media Advocacy – the strategic and broad-based use of media for advancing social or public policy issues (THCU).

Objectives – clear, realistic and measurable steps being taken in order to reach an overall goal within a given time period.

Outcomes – the difference that will be made by each initiative. For example, changes that will be made in policies, practices, individual behaviour, levels of satisfaction with services, etc.

Partnerships – a voluntary agreement between two or more partners to work cooperatively towards a set of shared health outcomes (WHO). It refers to a community group assuming the strategic direction for a project, initiative, program or other activity.

Policy – an umbrella term that includes activities to advance the interests of groups in a community by changes in the practices or rules at an institution, or changes in public policy (THCU).

Population-based approach – aims to produce a large effect on the reduction of morbidity or mortality by creating a small risk reduction in a large number within the population. A population approach includes all people living in the community; not just those who are considered at highest risk.

Program – one individual activity within the overall Project that may stand alone (e.g. Breakfast Program) or be part of a larger initiative (e.g. Breakfast Program within a School Initiative).

Project – the sum of the activities undertaken by a given group.

Resource – any source of aid or support that has the ability to deal with a problem or situation .

Self-efficacy – an individual's confidence in their ability to make a behaviour change and resist temptation.

Social Capital – represents the degree of social cohesion which exists in communities. It refers to the processes between people who establish networks, norms, and social trust, and facilitate coordination and cooperation for mutual benefit.

Social Networks – the relationships that develop between the individuals involved in a partnership.

Sustainability – the broad term referring generally to continuation (adapted from O'Loughlin).

Ways of work – the informal and formal ways that partners work together to meet goals of the local heart health project.

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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.

Recommendation	Check here if: <ul style="list-style-type: none"> • We are already doing this as completely as possible; or • This does not apply. 	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
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"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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.			

Recommendation	Check here if: <ul style="list-style-type: none"> • We are already doing this as completely as possible; or • This does not apply. 	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
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.
-

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"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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.			

Recommendation	Check here if: <ul style="list-style-type: none"> • We are already doing this as completely as possible; or • This does not apply. 	To address the key recommendation, we could be taking the following action steps.	Check here if adding to workplan
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.
-

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"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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.			
18. Ensure that there is early and continuing success based on established objectives, combined with an expectation of future success.			

Recommendation	Check here if: <ul style="list-style-type: none"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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.
-

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"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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		<table border="1" style="width: 100%; height: 100%;"> <tr><td style="height: 25px;"></td></tr> <tr><td style="height: 25px;"></td></tr> <tr><td style="height: 25px;"></td></tr> <tr><td style="height: 25px;"></td></tr> </table>					
14. Value and strive for sustainability from the beginning of the project by including sustainability in your goals and objectives.		<table border="1" style="width: 100%; height: 100%;"> <tr><td style="height: 25px;"></td></tr> <tr><td style="height: 25px;"></td></tr> <tr><td style="height: 25px;"></td></tr> <tr><td style="height: 25px;"></td></tr> </table>					
15. Include community mobilization in the project and program goals and/or objectives.		<table border="1" style="width: 100%; height: 100%;"> <tr><td style="height: 25px;"></td></tr> <tr><td style="height: 25px;"></td></tr> <tr><td style="height: 25px;"></td></tr> </table>					

Recommendation	Check here if: <ul style="list-style-type: none"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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"> • We are already doing this as completely as possible; or • This does not apply. 	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.			
26. Periodically assess of partnership functioning (many excellent resource exist on this topic).			
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.			

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