



National American Indian & Alaska Native
ATTC Addiction Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration



Creating Sustainable Programs

April 11, 2019

Behavioral Health is Essential to Health | Prevention Works | Treatment is Effective | People Recover



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The National American Indian and Alaska Native ATTC





SUSTAINABILITY DEFINITION:

- The ability to maintain programming and its benefits over time.¹
- It's not just about finding future funding sources.

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- *“We have a responsibility to our program recipients; they’ve had so many losses in their lives and for us to come in for a year or two or three and give them hope, only to have the program go away, we’ve just caused another loss and a further loss of hope in their lives.”*

– Akerlund 2000

POSITION YOUR PROGRAM FOR SUCCESS



- Make sure all your hard work pays off!
- Understand the many factors that contribute to program sustainability.
- Build program capacity for sustainability and position your efforts for long term success!

SUSTAINABILITY “INGREDIENTS” (DOMAINS):



Sustainability Domains:

These are the “ingredients” of your program to ensure it is successful and continues to serve the tribal community beyond end of the grant.

SUSTAINABILITY “INGREDIENTS” (DOMAINS):



- Partnerships
- Environmental Support
- Funding Diversity and Stability
- Capacity
- Quality/Accountability
- Adaptability
- Evaluation
- Strategic Planning

SUSTAINABILITY DOMAIN

PARTNERSHIPS

(Internal and
External)

- Cultivating connections between your tribal program and its stakeholders

WORK
WITH US

PARTNERSHIP CONSIDERATIONS



- Involve relevant partners before, during, and after grant application (planning, implementation, and evaluation).
- Mention partners and their role in planning the grant response, promptly alert partners to grant award, keep them involved throughout including evaluating and interpreting findings.

PARTNERSHIPS

Increase
Collaborative
Actions to
Insure Program
Success

- Are diverse tribal and other relevant community organizations invested in the success of your program?
- Do your program staff communicate with other tribal programs and relevant external community leaders?
- Are other tribal program leaders and relevant community leaders involved with your program?

PARTNERSHIP BENEFITS



Partnerships provide tribal communities with the following benefits:

- Potential referrals
- Better ability to leverage limited financial resources
- A stronger ability to advance long-term program priorities
- Enhanced ability to engage in program workforce development

PARTNERS AND STAKEHOLDERS



While program scope will define relevant partners...your workforce can benefit from college partnerships for...

- Access to post-secondary education and training to meet workforce education and credentialing.
- Affordable on-line learning opportunities.

PARTNERS AND STAKEHOLDERS



Other Ways to Engage and Mobilize:

- Student interns can provide access to affordable technical expertise.
- Colleges can assist with tribal needs assessments and data design, collection, analysis, marketing/social media, and more.



GRANTEE
PARTNERSHIP
EXAMPLES?

SUSTAINABILITY DOMAIN

Environmental Support

Having a
supportive internal
and external
climate for your
program



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SUSTAINABILITY DOMAIN

Environmental Support

Having a supportive
internal and external
climate for your
program

Examples of environmental support include:

- Champions exist who strongly support the program.
- The program's strong champions have the ability to garner resources.
- The program has leadership support from **within** the tribe.
- The program has leadership support from **outside** of the tribe.
- The program has strong public support.

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SUSTAINABILITY DOMAIN

Funding Diversity and Stability

Establishing a
consistent financial
base for your program

Who benefits from
your program?



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FUNDING

Funding Diversity and Stability

Establishing a
consistent financial
base for your program

- The program implements policies to help ensure sustained funding.
- The program is funded through a variety of sources.
- The program has a combination of stable and flexible funding.
- The program leverages non-monetary resources (e.g., buildings, transportation, materials, volunteers/staff etc.)
- It is of critical importance financial reports be accurate and submitted on time.

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GRANTEE
FUNDING
DIVERSITY
EXAMPLES?

SUSTAINABILITY DOMAIN

Tribal Capacity

Having the internal support and resources needed to effectively manage your program and its activities



TRIBAL CAPACITY

Having the internal support and resources needed to effectively manage your program and its activities

Examples:

- The program is well integrated into tribal operations.
- Tribal systems (including policies and procedures) are in place to support the various program needs.
- Tribal leaders effectively articulate the vision of the program to external partners.
- Tribal leaders and program managers efficiently manage staff and other resources.
- The program has adequate staff to complete the program's goals.

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POLICIES AND PROCEDURES

Develop program policies and procedures consistent with program design and best practices.

POLICIES AND PROCEDURES



Policies and procedures are a set of documents that set forth principles, rules, authorities, responsibilities and actions for an organization's management and operations. They typically identify what is to be done, who is to do it, and how it should be done.

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IS IT ALL WRITTEN DOWN?

If something happened to the person “in the know”, would the program carry on as intended?

<h2 style="text-align: center;">POLICIES AND PROCEDURES</h2> <p style="text-align: center;">Table of Policy and Procedure Examples Handout Provided</p>	<h3>Brief Guideline of Policies and Procedures</h3> <p>Codes of conduct for employees engaged in award management</p>	<h3>Brief Guideline of Policies and Procedures</h3> <p>Performance assessment, communication parameters, confidentiality, and more</p>
	<p>Outreach, engagement, and referral</p>	<p>Population of focus, communication, MOUS, safety, etc.</p>
	<p>Documentation, program and fidelity monitoring (e.g., from developer)</p>	<p>Required tribal and funder forms, developer tools</p>
	<p>Internal controls of grant funds, e.g., approval and documentation of expenses, separation of duties, delegations of duties, payroll, etc.</p>	<p>Property management for equipment purchased with Federal funds</p>
	<p>Time and effort distribution</p>	<p>Cash drawdowns and reimbursements</p>



WORKFORCE DEVELOPMENT

Start with clear job descriptions (AI/AN ATTC has examples) and performance appraisals.

WORKFORCE DEVELOPMENT

- Is a pre-service, in-service, and cross training plan in place to prepare staff and relevant others (partners/referral sources/collaborators) for program implementation?

Partial List of Possible Topics (TOR-Relevant)

- MAT Basics (Evidence-and Culture-Based)
- MAT Myths/Stigma Busters
- Supporting Opioid Affected Pregnant and Parenting Women
- Neonatal Abstinence Syndrome (NAS)
- Opioid Overdose Reversal
- Opioid Prevention
- Opioid Impacts on Tribal/Local Systems” Collaboration Opportunities

WORKFORCE DEVELOPMENT

Engage in leadership training (e.g., AI/AN ATTC's leadership initiative)





QUALITY AND EFFECTIVENESS

- *“While not all effective programs are necessarily sustained, only effective programs should be.” Pam Baston*
- HOW do you know your program is effective?
- Are you using an evidence-based policy, practice, or program?
- If so, are you monitoring implementation fidelity?
- If you have culturally or otherwise adapted an EBP, how are you determining the effectiveness of the adaptations?

ACCOUNTABILITY



Accountability hinges on the following mechanisms:

- Are you using implementation checklists/timelines to ensure all promised activities are initiated in a timely manner?
- Are all program requirements being met?
- Are all reports being provided?
- Are you accessing TA as needed (GPO, AI/AN ATTC, or peers)?

SUSTAINABILITY DOMAIN

Program Evaluation

Assessing your program to inform planning and document results



PROGRAM EVALUATION CONT.

Examples:

- The program conducts quality program assessment.
- The program reports short-term and intermediate outcomes.
- Evaluation results inform program planning and implementation.
- Program evaluation results are used to demonstrate successes to funders and other key stakeholders.
- The program provides strong evidence that the program works to tribal members and relevant broader community stakeholders.

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PROGRAM EVALUATION

Community Opinion



- Community opinion is a key factor in program evaluation and sustainability.
- A community opinion survey may be used to help the community understand where program stands in markers such as:
 - a. Knowledge and usefulness of program
 - b. Gaps in program
 - c. Effectiveness of program

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EVALUATION: TOR GRANT-SPECIFIC

- How are you using your data to manage, monitor, and enhance your program?
- What is the impact of your program on opioid use, and opioid-related morbidity and mortality?
- Are you reporting client-level data on elements including but not limited to: diagnosis, demographic characteristics, substance use, services received, employment status, criminal justice involvement, and housing?
- Are you collecting via face-to-face interviews using the GPRA tool at four data collection points: intake to services, three months post intake, six months post intake, and at discharge.

EVALUATION: TOR GRANT-SPECIFIC

- Are you achieving a 3-month and a six-month follow-up rate of 80%?
- Grantees are also required to report on their progress addressing the goals and objectives identified in their application.
- Are you achieving the goals, objectives, and outcomes you intended to achieve and whether adjustments need to be made to your project.
- Is your project having the intended impact on behavioral health disparities. (You are required to submit an annual report on the progress you have achieved, barriers encountered, and efforts to overcome these barriers).

EVALUATION

- How successful is the tribe in selecting and implementing appropriate strategies?
- Were these the “right” strategies?
- Did representatives from across the tribe and other communities (if relevant) remain involved in final planning and program implementation? In what ways were they involved?
- Did the programs and activities prove to be consistent with the tribal cultural norms of the populations of focus?

EVALUATION

- Did stakeholders identify any potential new partners with which to collaborate?
- What was the quality of the data used in decision making?
- Did stakeholders identify ways in which evaluation results can be shared?

SUSTAINABILITY DOMAIN: ADAPTABILITY



To be effective a program may need to adapt in real time to meet the distinct needs and goals of each client it serves.

ADAPTABILITY

Taking actions that adapt your program to ensure its ongoing effectiveness

- The program uses evaluation findings to adapt strategies to better address emerging needs.
- The program makes decisions about which components are ineffective and should not continue.
- The program proactively adapts to changes in the environment.

SUSTAINABILITY DOMAIN: COMMUNICATION



Outreach and engagement communication and communication across the full spectrum of partners and stakeholders is critical to the success of a program.

COMMUNICATION: OUTREACH AND ENGAGEMENT

- Don't fall into the "if we build it they will come," approach.

Considerations:

- Use of peer specialists
- Barrier reduction (transportation, child care, flexible hours of operation)
- Food (e.g., can be donated by local partners)
- Therapeutic alliance
- Trauma-informed
- Perceived usefulness of services (focus on client's actual needs/goals)

COMMUNICATION: OUTREACH AND ENGAGEMENT

Considerations (cont.):

- Culturally-relevant
- Use of motivational interviewing (MI)
- Location convenience/Co-locations (e.g., health/behavioral health)
- Option of telehealth (including via cell phone)
- Supported by “care” management/coordination
- Costs covered by insurance (including Medicaid) or grants

BENEFITS OF COMMUNICATION

- Building effective mechanisms for regular communication between political leaders, program leaders and staff, and community members fosters a common, well-informed understanding of and support for the tribal program development.
- Effective communication fosters a better understanding among all stakeholders of the approach, why it works the way it does, how it's changing to better serve the people, and how it advances the overarching goals.

COMMUNICATION STRATEGIES

- Websites
- Social Media
- Newspapers (Success Stories)
- Newsletters
- GRANTEE EXAMPLES?



COMMUNICATION

Strategic communication with stakeholders and the public about your program

- The program has communication strategies to secure and maintain tribal and broader public support.
- Program staff communicate the need for the program to the tribal members and the relevant public.
- The program has helpful program materials and is marketed in a way that generates interest.
- The program increases tribal and community awareness of the issue(s).
- The program demonstrates its value to the tribe and the relevant public.

COMMUNICATION

Seeking Feedback on Program Success



Engage community observation and listening strategies for program feedback such as:

- Community Observation/Windshield Survey
- Community Listening (forums and listening sessions and focus groups)
- Community Dialogue (kitchen table forums)

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CHANNELS OF COMMUNICATION



Examples of channels to communicate message
(DON'T FORGET TO ACKNOWLEDGE FUNDER):

- Personal - "word of mouth"
- Group channels – community groups
- Organization groups – groups not currently involved with your project
- Traditional media channels – newspapers, TV, radio, magazines
- Interactive media channels – social media, internet (email and relevant hyperlinks to your website), web sites (create a homepage – this is your "store front"), community engagement kiosks using computer or attached tablet.

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SUSTAINABILITY DOMAIN

Strategic Planning

Using processes that guide your program's direction, goals, and strategies



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STRATEGIC PLANNING

Using processes that guide your program's direction, goals, and strategies

- The program plans for future resource needs.
- The program has a long-term financial plan.
- The program's goals are understood by all stakeholders, including tribal leaders.
- The program clearly outlines roles and responsibilities for all stakeholders.

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REFERENCES USED OR ADAPTED:

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- http://www.ncai.org/ptg/WDEV_TOOLKIT.pdf

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- Listening to Community Voices: Community Observation and Listening Strategic Resources https://www.ihs.gov/hpdp/includes/themes/newihstheme/display_objects/documents/restoringbalance_508.pdf
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