

*Sustaining Capacity and
Innovation in SS/HS
Communities*

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What is Sustainability?

- “The **process** of ensuring an adaptive prevention system and a sustainable innovation that can be integrated into ongoing operations to benefit diverse stakeholders.”

What is the ultimate Goal of SS/HS

- Build **community capacity** to adapt and improve the efficiency and effectiveness of evidence-based prevention/early interventions to meet community needs.
- Support the **sustainable adoption** and integration of these innovations.

New and Improved
Programs and
Services



Community Prevention System
(SS/HS Partnership)

Assess and match

Assess and match

Community Organizations
and Agencies



Efficiently and
Effectively
Address



Children and
Families



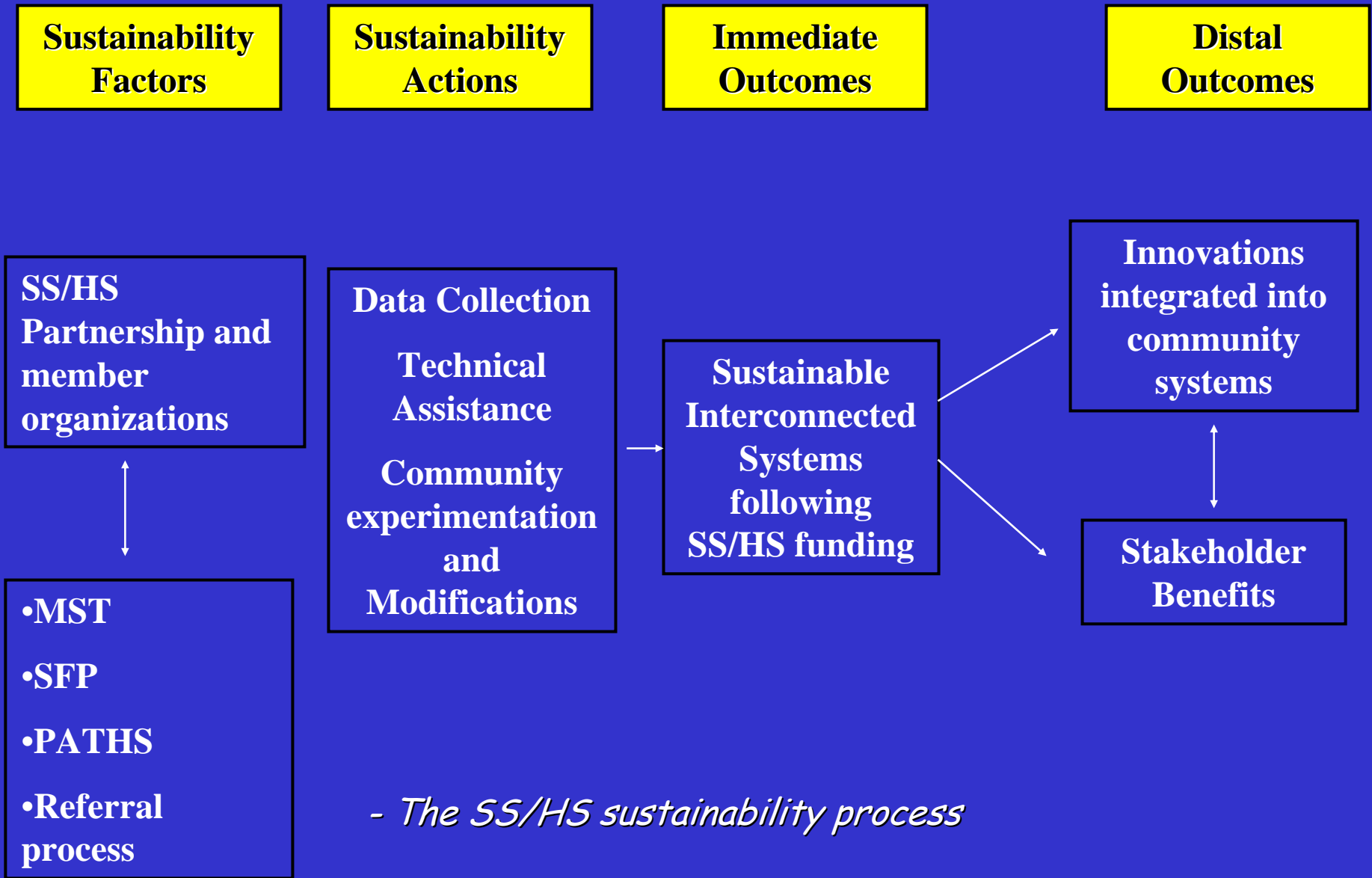
Beyond traditional pre-post evaluation methods: Applying our skills to the sustainability challenge

Driving toward decision-making



How can evaluation support sustainability?

- Help illuminate the characteristics of the system
- Help illuminate the value of an innovation with respect to agency priorities
- Help the partnership understand its strengths and weaknesses in relation to a particular innovation
- Provide outcome data on the effectiveness of an innovation
- Provide data on the quality of innovation implementation



- The SS/HS sustainability process

Source: Adapted from Johnson, et al (2003)

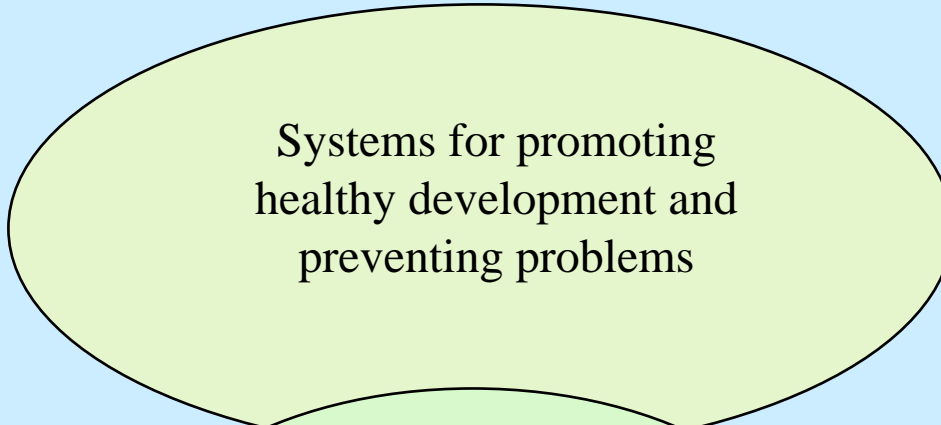
Sustainable Interconnected Systems

following SS/HS funding

*School
Resources*

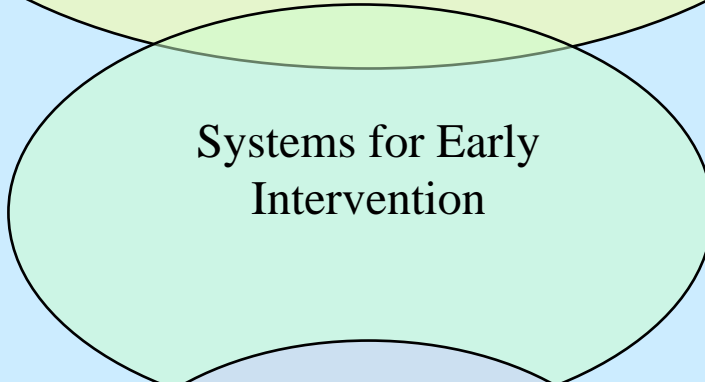
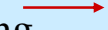
*Community
Resources*

AOD
prevention
Tobacco
prevention



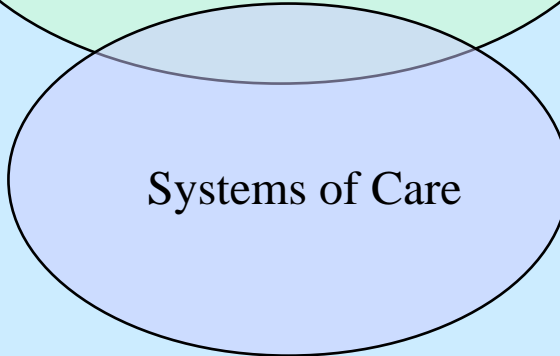
Immunization
programs
Recreation
programs

AOD
counseling
Tutoring



Family support
programs
Short-term
counseling

Special Ed
services



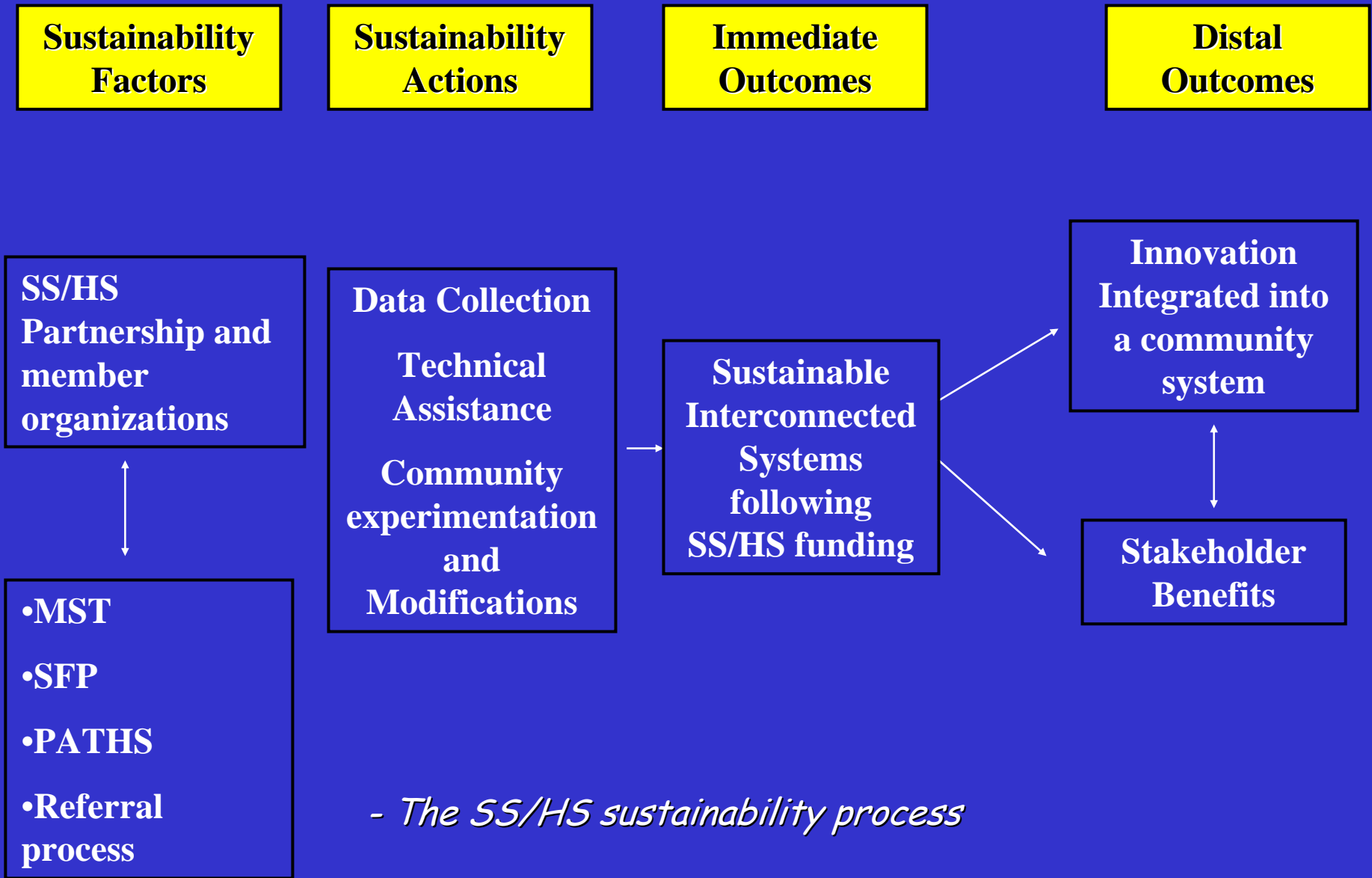
Long-term
therapy
In-patient
care

The trick is to not implement new programs, but to change systems while implementing better programs

(maybe even eliminate programs)

Evaluation and Immediate Sustainability Outcomes

- Target scarce resources
 - Where are the gaps in your interconnected systems
 - What combination of innovations best meets the needs of diverse stakeholders?
 - What are you in the best position to sustain?
- Prevent the baby being thrown out with the bathwater
 - Under what conditions did the innovation produce effects (or not produce effects)?



Source: Adapted from Johnson, et al (2003)

Sustainability Factors

SS/HS
Partnership
(Adaptive
Prevention
System)



- MST
- SFP
- PATHS
- Referral process

1. Resources to sustain the innovation
2. Structure and functions to sustain the innovation (placement of the innovation in the system)
3. Champion roles and leadership to sustain the innovation
4. Administrative policies and procedures to sustain the innovation
5. Expertise to sustain the innovation

1. **Alignment between the innovation and the needs of the innovation stakeholders**
2. Ownership among innovation stakeholders
3. Relationship among the innovation's key stakeholders
4. Implementation quality and integrity of the innovation
5. Effectiveness of the innovation

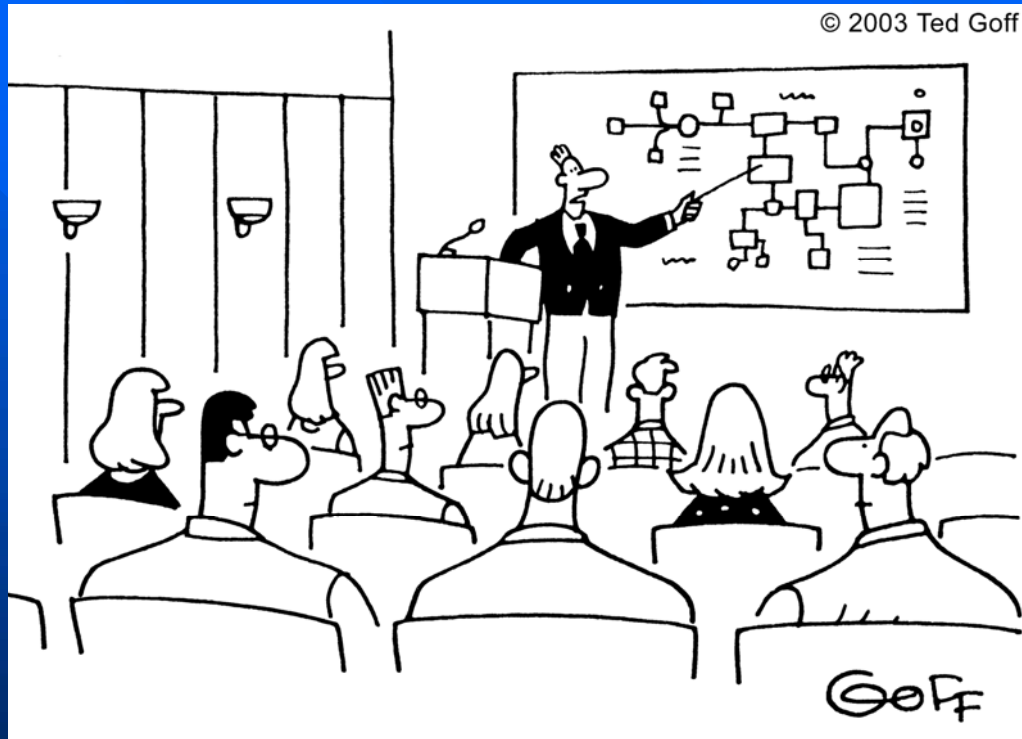
Process Evaluation Makeover



“Before” Process Evaluation Question

- How supportive were the partner agencies of SS/HS activities?
 - Key informant interviews
 - Observe meetings
 - Assess agency participation in activities (staff, funding, how they promoted the activity)

SS/HS as the Outside Cure



"This is where you all went wrong,
causing my plan to fail."

“New” Process Evaluation Question

- How well do the SS/HS innovations align with partner agency priorities?
 - Key informant interviews
 - Review annual reports
 - Observe organizational behavior (investments of time, energy, senior staff)
 - Observe public communications

Why Assess Alignment?

- Sustainability actions in large part are about communicating and persuading
- Strategically target and focus your communication efforts
- You can deliver
 - The right message
 - At the right time
 - To the right audience

Sustainability Factors

SS/HS
Partnership
(Adaptive
Prevention
System)




•MST
•SFP
•PATHS
•Referral
process

1. Resources to sustain the innovation
2. Structures and formal linkages to sustain the innovation
3. Champion roles and leadership to sustain the innovation
4. Administrative policies and procedures to sustain the innovation
5. Expertise to sustain the innovation

1. **Alignment between the innovation and the needs of the innovation stakeholders**
2. Ownership among innovation stakeholders
3. Relationship among the innovation's key stakeholders
4. Implementation quality and integrity of the innovation
5. Effectiveness of the innovation

Characteristics of the Innovation



Assessing Alignment

1. Identify Innovation priorities
2. Identify stakeholders
3. Identify and describe stakeholder priorities (both supportive and competing)
4. Describe direct alignment
5. Describe indirect alignment
6. Develop a plan for communicating alignment or persuading stakeholders to broaden priorities

1. Alignment between the innovation and the needs of the innovation stakeholders
2. Ownership among innovation stakeholders
3. Relationship among the innovation's key stakeholders
4. Implementation quality and integrity of the innovation
5. Effectiveness of the innovation

Strengthening Families: Early Intervention System

■ Direct Outcomes

- Decrease AOD use
- Improve parent/child communication
- Further extend and develop programs to reach families & youth
- Reduce problem behaviors
- Build youth and family competencies

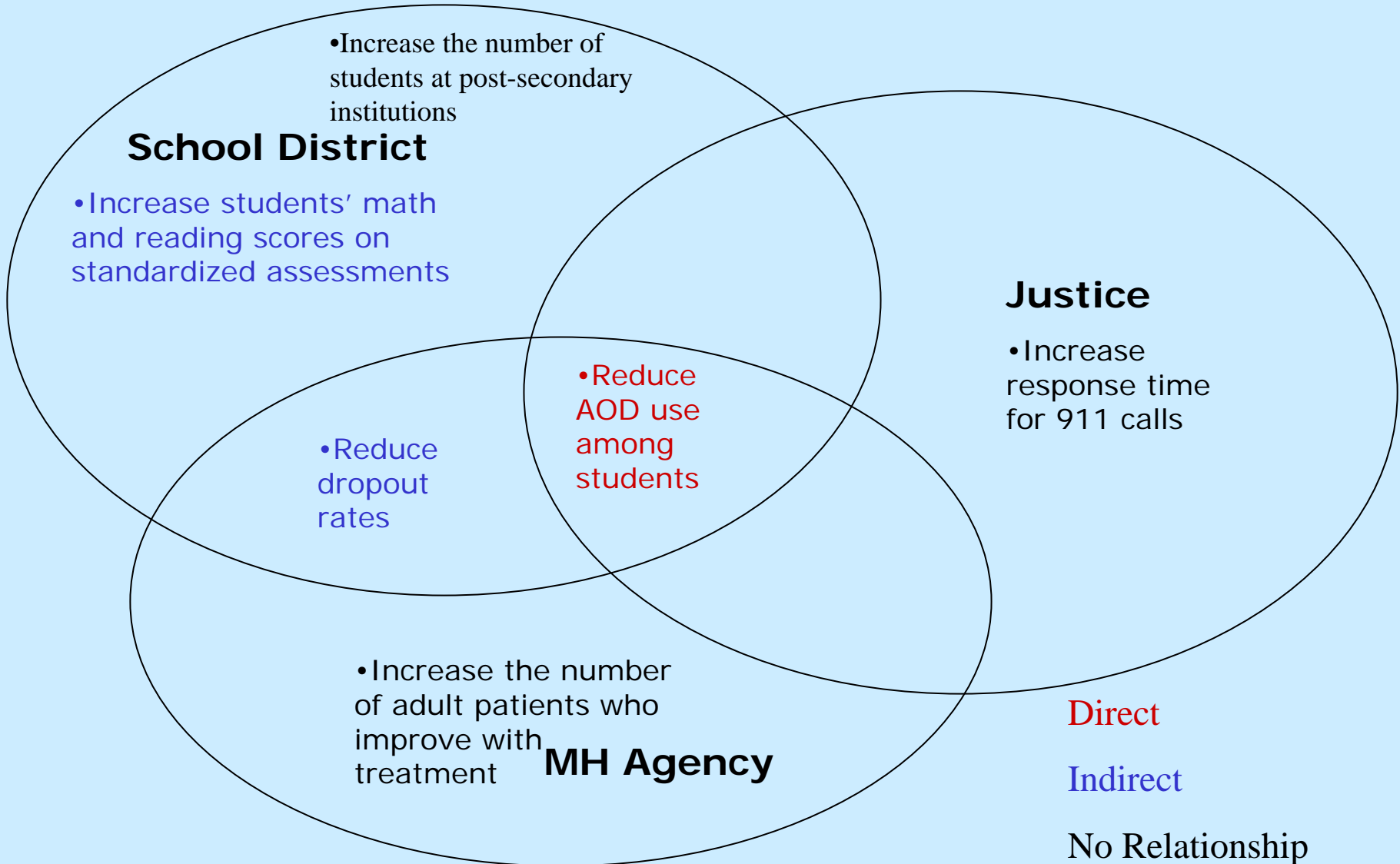
■ Indirect Outcomes

- Increase academic achievement
- Reduce community costs for AOD treatment
- Reduce community costs for mental health treatment
- Reduce school costs associated with behavior and academic problems

Agency Priorities: School District

- Increase students math and reading scores standardized assessments
- Reduce dropout rates
- Increase the number of students attending post-secondary institutions
- Reduce AOD use among students

Assessing Organizational Stakeholder Priorities: Alignment with SFP Priorities



Assess Alignment: The “So-What” Factor

- Describe action for alignment
 - Communicate existing relationships and benefits
 - Help agencies understand where the innovation fits in the interconnected systems
 - Persuade organization to broaden priorities

Small Group Break-out

Assessing Stakeholder Alignment

**Thank you
for your time.**

Any Questions?