**Table 5.3: Sustainability Process: Engaging Decision Makers and Internal Change Agents in Sustainability**

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| **Category (boldface)** and Specific Influences (bulleted) | **Questions for the planning team to facilitate sustainability planning** |
| ***Factors over which planning teams have control*** | |
| **Characteristics of the intervention**   * Nature of the program (complexity, relative advantage, trialability, observability, uncertainty) * Scope for reinvention (adaptability, flexibility) * Fit with organization and stakeholder needs, goals, priorities, skills, work practices | -How can we ensure fit of the program, policies, or practices as the implementing organization evolves over time? |
| **Implementation approach/process**   * Timing and degree of implementer involvement * Nature of relationship with change agency * Providing training, active forms of learning * Providing ongoing technical assistance and support * Clear communication * Shared decision making, positive relationships, trust * Extent of adaptation/reinvention   Unique to sustainability:   * Early planning for sustainability * Quality implementation | -How can we best work from the beginning to plan for sustainability and to ensure quality implementation?  -How can we ensure the development of effective working relationships from the beginning?  -How can we link the organization with other sources of staff development, ongoing technical assistance, and support for sustainability? |
| ***Factors that can be influenced (to some extent)*** | |
| **Leadership and support; resources**   * Presence of advocate, champion * Support for establishing priorities, consensus, managing implementation * Organizational incentive for participating staff (vs. costs) * Managerial/supervisory/administrative support   Unique to sustainability:   * Development of organizational infrastructure, policies, and procedures to codify routines * Sharing cultural artifacts * Standardization, stabilization of organizational resources needed * Obtain funding from other resources * Low-cost approaches and/or volunteers | -How can we best facilitate enduring, internal advocates or champions?  -How can we ensure ongoing and tangible support from administrators and organizational leadership?  -How can we best facilitate the development of infrastructure, policies, procedures, and routines consistent with the intervention?  -How can we ensure stabilization of resources needed for ongoing implementation and sustainability?  -How can we best enable the organization to obtain funding as well as to use volunteers, partners, and other resources from the beginning? |
| **Characteristics of implementers**   * Perceived benefit * Capability, skill proficiency | -How can we work with the organization to ensure ongoing staff development and new staff orientation? |
| ***Important factors less amenable to influence*** | |
| **Organizational characteristics**   * Integration of program with existing programs and services * Effective intra-organizational communication * System openness, members linked to others outside organization * Expertise in assessment, planning, and evaluation; use evaluation data, feedback * Existing organizational capacity | -How can we ensure intervention integration into the setting from the beginning?  -How can we ensure that the organization is linked to appropriate external organizations including those that can provide support and resources after the formal project is over?  -Does the organization have sufficient capacity to sustain activities after the formal project is over? |
| **External factors**   * Support from inter-organizational networks * Coordination with other organizations * Political support or opposition * Consistency with federal, professional mandates, policies, guides * Connection to research system, access to info on “what works” | -How can we ensure linkages with partners and other resources to provide support for ongoing implementation and sustainability?  -What partnerships or coalitions are needed to provide ongoing, external support? |

Content from Bopp et al., 2013