**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