

# Welcome!

We are so glad you are here!

We will get started shortly.  
In the meantime, we invite you to intentionally enter this space.



Silence your cell phone



Stretch



Close the door



Take a few deep breaths



Close browser windows



Emotionally release your to-do list



Check your audio and video



Take a bio break

# Tools for Community Transformation Series: Workshop #6

THURSDAY, FEBRUARY 1, 2024  
2:00PM — 2:45PM ET

*THE HEALTHY START TA & SUPPORT CENTER IS OPERATED BY THE NATIONAL INSTITUTE FOR CHILDREN'S HEALTH QUALITY (NICHQ). THIS PROJECT IS SUPPORTED BY THE HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA) OF THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) UNDER GRANT NUMBER 1 UF5MC327500100 TITLED SUPPORTING HEALTHY START PERFORMANCE PROJECT.*

**NICHQ**  
National Institute for  
Children's Health Quality

**HEALTHY**  
**start**  
TA & SUPPORT CENTER



# Agenda

## Housekeeping

**Tess Pierson**

HEALTHY START TA & SUPPORT  
CENTER (TASC)

## Sustainability

**Peter Holtgrave**

NATIONAL ASSOCIATION OF CITY  
& COUNTY HEALTH OFFICIALS  
(NACCHO)

## Wrap Up

**Tess Pierson**

HEALTHY START TASC





THIS SESSION IS BEING RECORDED.



ALL PARTICIPANTS ARE MUTED UPON ENTRY. WE ASK THAT YOU REMAIN MUTED TO LIMIT BACKGROUND NOISE.



PARTICIPANTS ARE ENCOURAGED TO SHARE COMMENTS AND ASK QUESTIONS USING THE CHAT BOX.



# Sustainability

Peter Holtgrave

NATIONAL INSTITUTE FOR CITY & COUNTY HEALTH OFFICIALS  
(NACCHO)

*WORKSHOP SERIES: TOOLS FOR COMMUNITY TRANSFORMATION - WORKSHOP #6  
HOSTED BY THE HEALTHY START TA & SUPPORT CENTER AT NICHQ*

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# Using Sustainability Planning to Advance Maternal and Child Health

**Please enter your name, organization and state in  
the chat until we get started – thank you!**

February 1, 2024

NICHQ Healthy Start Workshop Series

# Meet the NACCHO Team



**Peter Holtgrave, MPH**

Senior Director of  
Public Health Infrastructure  
and Systems



**Tucker O'Donnell, MPH,  
CPH**

Director of Maternal Child &  
Adolescent Health



**Harpur Schwartz,  
MSPH, CHES, CLC**

Senior Program Analyst,  
Maternal Child & Adolescent  
Health

# Sustainability Guide

Mathematica. Progress Together | NACCHO National Association of County & City Health Officials | astho™

## Understanding and Planning for Sustainability

**A Guide for Multi-Sector Community Partnerships Working to Address Social Determinants of Health**



Thought bubbles contain the following questions:

- What, specifically, do we need to do to be more sustainable?
- Besides money, what is sustainability?
- We don't have perfect data—how can it support our sustainability?
- How do we tell our story in ways that advance our cause?
- Why is all this important?
- Are there examples to learn from?

*You'll find the answers to these questions and more inside.*

mathematica.org

NACCHO National Association of County & City Health Officials | astho™ | Mathematica. Progress Together

## Understanding and Planning for Sustainability

Sustainability Planning Template

January 2023



# Got plans?

Do you currently have a strategic plan to support your Healthy Start efforts?

1. Yes
2. No
3. Not sure

a sustainability plan?



# Your sustainability planning experience

How would you rate your own experience with sustainability planning?

1. None
2. A little
3. A lot



# What is sustainability?

## Sustainability

- Is an expansive topic that **can mean different things in different contexts**;
- It means **continued operations**, but it also includes effectiveness and the **ability** of the coalition or partnership **to evolve, improve, and influence the broader system** in which it participates; and
- It **includes the requirements** for these things, **such as effective internal practices and external communication.**



# Ice Breaker

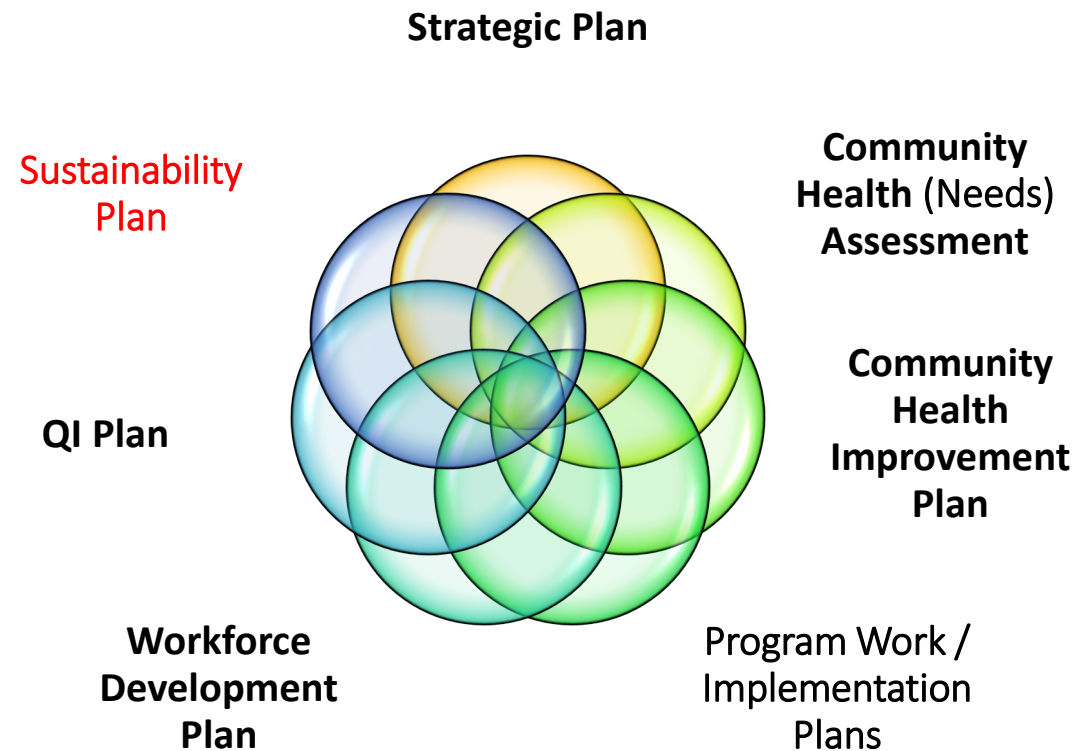
You've inherited a 19<sup>th</sup> century farmhouse that's been in your family for generations. Its gradually falling into disrepair and you'd love to see it be enjoyed by the community for years to come. What could you do?



# Sustainability Domains

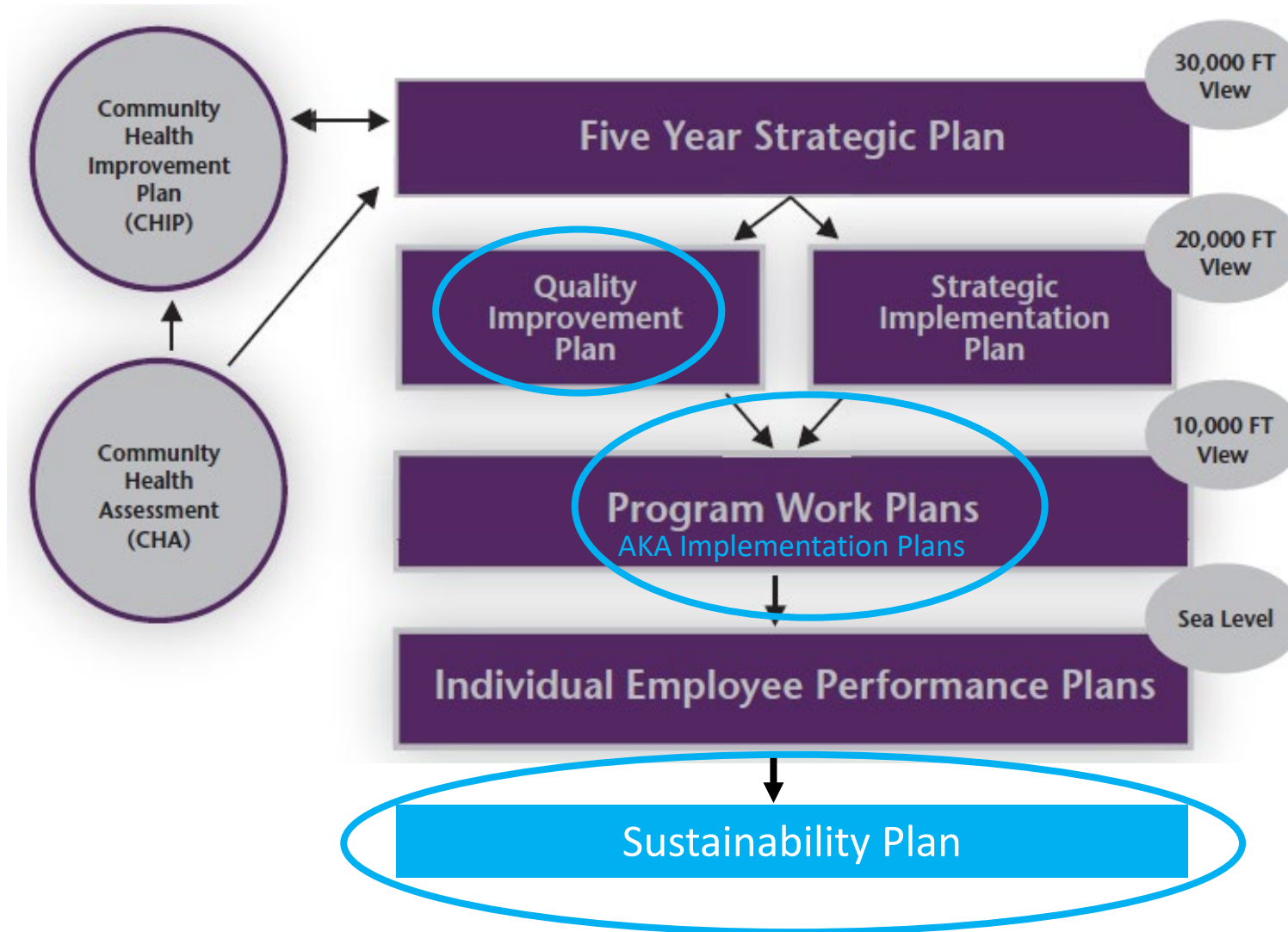


# What is the difference between a strategic plan and other plans?





# How plans connect



# Program Implementation vs. Sustainability Planning

## Implementation Planning

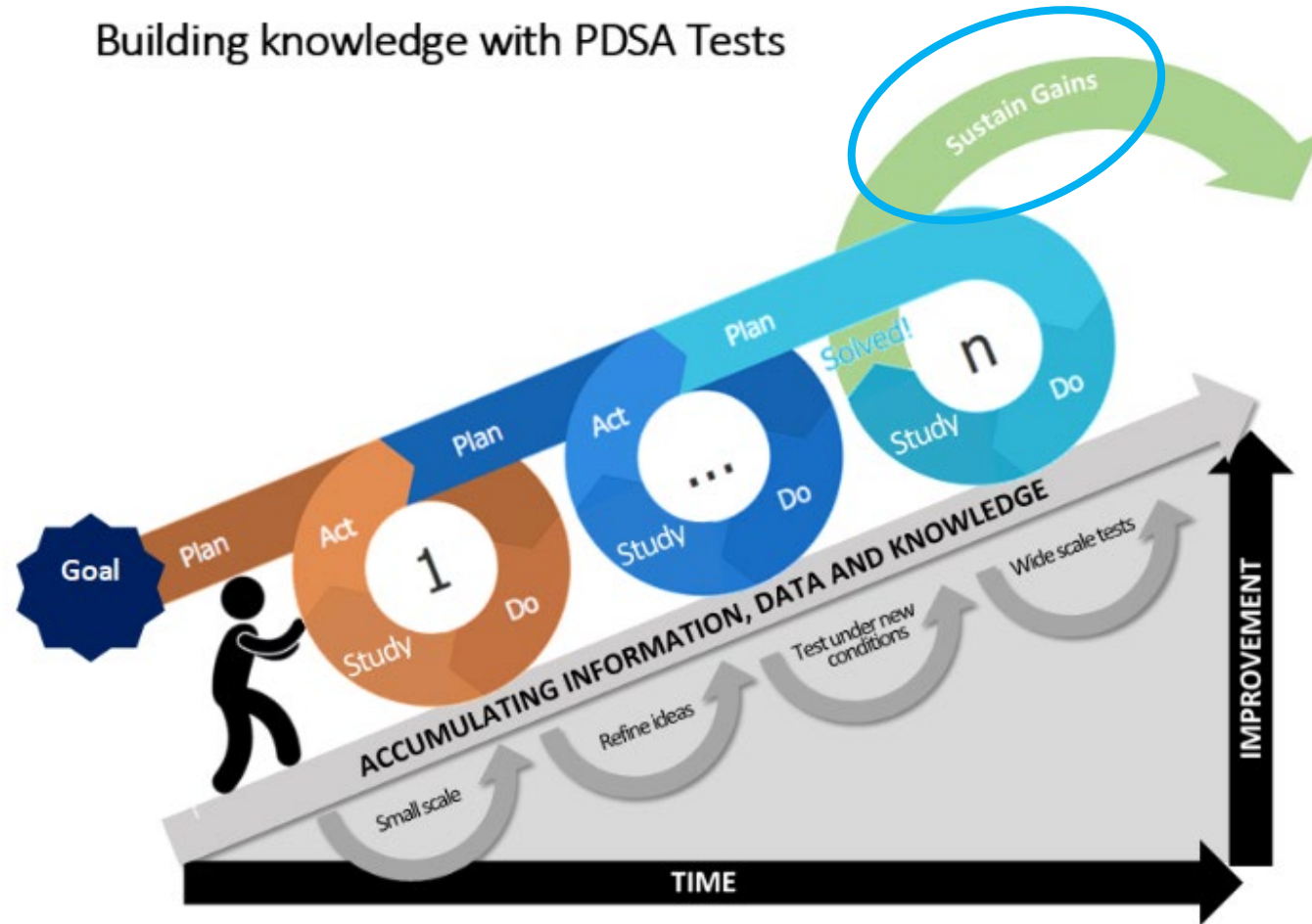
- Focuses on the steps, resources, timelines, and tasks required to execute a project or initiative successfully
- Involves detailed planning of how the project objectives will be achieved, including assigning responsibilities, setting milestones, and allocating resources effectively

## Sustainability Planning

- Focuses on ensuring that project's outcomes, impacts, or benefits are maintained over the long term
- Involves strategies and actions aimed at sustaining the results achieved during the implementation phase, considering factors such as environmental, social, and economic impacts

# How QI informs sustainability

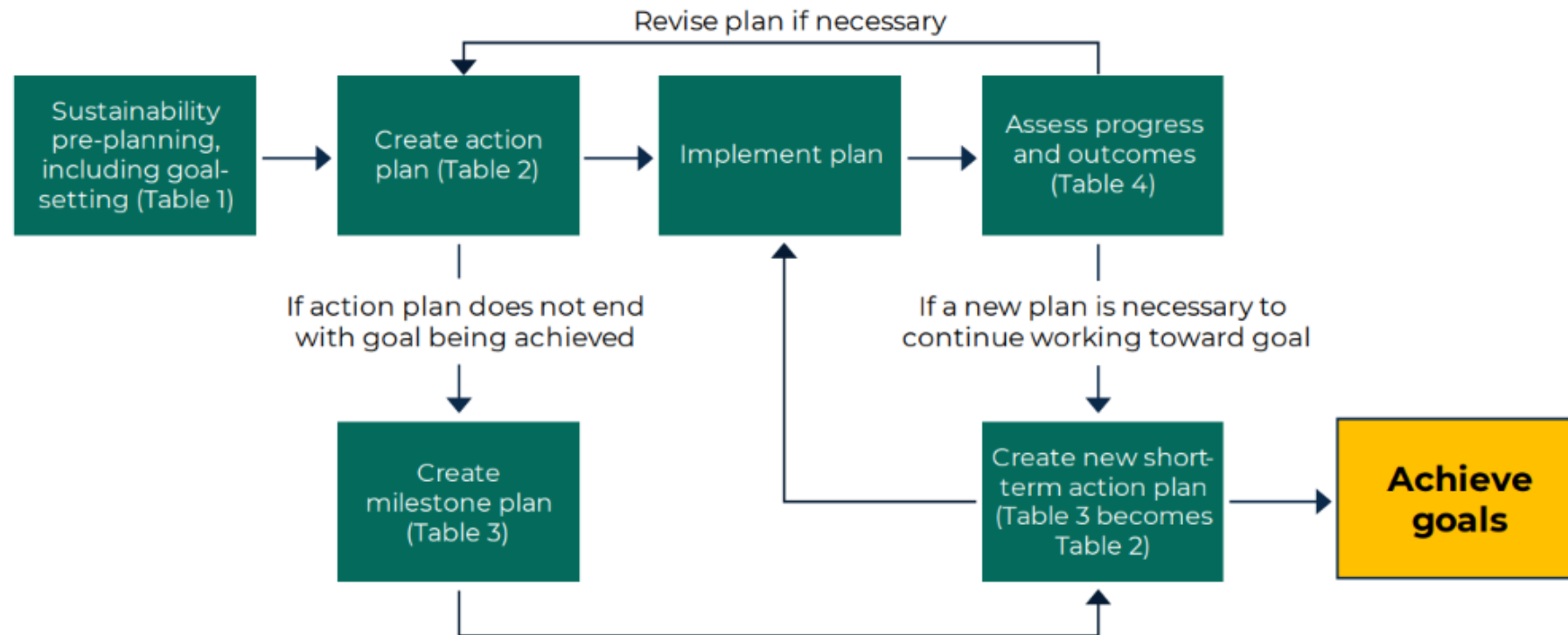
Building knowledge with PDSA Tests



Reference: [Wisconsin Child Welfare Professional Development System](#)

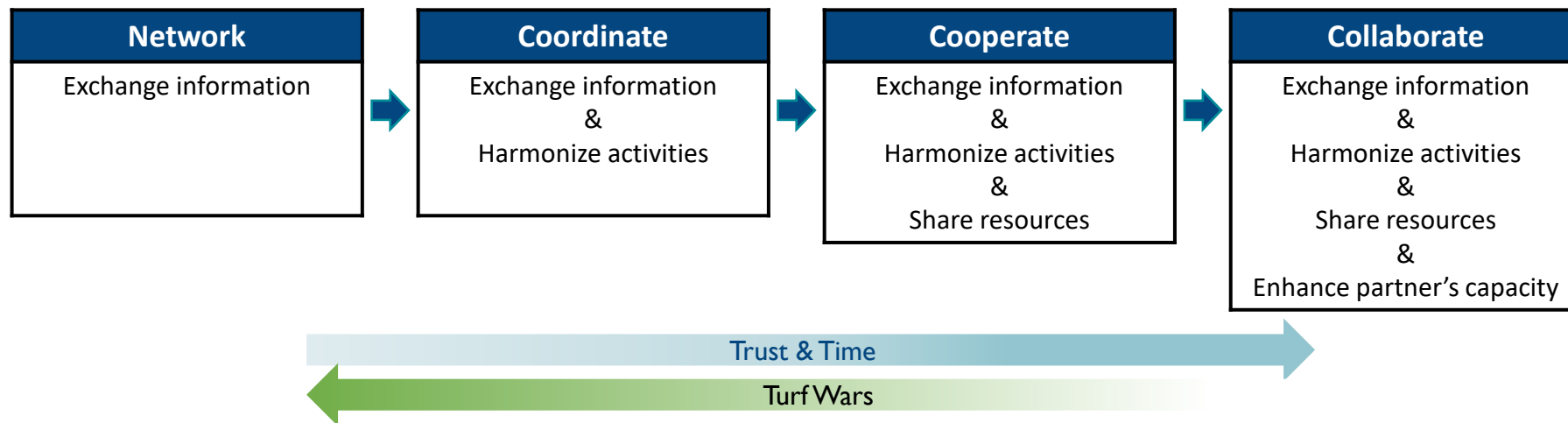


# Sustainability Planning Process



# Engage partners and the community *authentically* throughout the process

- Most start at networking
- Time and trust are essential
- Cannot jump to collaborate
- All levels are important





# Prioritizing Your Sustainability Efforts

**Sustainability Domain: Community and Organizational Partnerships**

Sustainability Element	Is this element a <i>top priority</i> that you need to improve?	Do you need improvement plans or better improvement plans for this element?	Did you check both boxes?
Vision of success shared by community	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <u>Yes</u> to both
Vision of success shared by partners	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <u>Yes</u> to both
Strong community support for our goals and activities	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <u>Yes</u> to both
Shared commitment with partners to a set of priority outcomes	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <u>Yes</u> to both
Shared commitment with community members to a set of priority outcomes	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <u>Yes</u> to both
Plans and activities aligned across partners	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <u>Yes</u> to both
People with relevant lived experience empowered across coalition/partnership activities	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <u>Yes</u> to both
Relationships with influential community leaders established and maintained	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <u>Yes</u> to both
Partnerships sufficient in breadth and depth to achieve goals	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <u>Yes</u> to both
Supporters of coalition's/partnership's work within participating coalition organizations exist	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <u>Yes</u> to both
<i>Add more rows for elements specific to your coalition or partnership as needed!</i>			

*Type in the Chat Box one (1) top priority for you and let's discuss!*



**Sustainability Domain: Funding**

Sustainability Element	Is this element a <i>top</i> priority that you need to improve?	Do you need improvement plans or better improvement plans for this element?	Did you check both boxes?
Funding sufficient to achieve program goals	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
Financial plan to support growth and expansion developed and implemented	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
Funding portfolio includes some resources that can be used at the <a href="#">coalition's</a> or partnership's discretion	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
Budget and funding coordinated with partners to advance strategic priorities	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
Funding braided and blended across partners	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
Community members involved in decisions about how funds are allocated	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
<i>Add more rows for elements specific to your coalition or partnership as needed!</i>			

*Type in the Chat Box one (1) top priority for you and let's discuss!*

## Sustainability Domain: Strategic Communications

Sustainability Element	Is this element a top priority that you need to improve?	Do you need improvement plans or better improvement plans for this element?	Did you check both boxes?
Individuals with relevant lived experience are involved in creating communications strategy	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
Individuals with relevant lived experienced are involved in creating communications products	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
Communications empower community members with relevant lived experience who are the focus of change to become agents of change	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
Communications clearly articulate a commonly understood mission and how programs/services fulfill that mission	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
Communications products (such as flyers, infographics, emails, slide decks, or videos) are audience-specific and focus on audiences' motivations	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
Data, including personal stories, survey data, research literature findings, and outcome data, are used creatively to support your messages and move your audience to action	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
Communications use accessible language in ways that are familiar and comfortable to communities experiencing inequities	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
Internal communications are intentional, respectful, and support alignment across the coalition or partnership	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
Communications are visually, cognitively, and technologically accessible for their intended audience	<input type="checkbox"/> Yes, this is a top priority	<input type="checkbox"/> Yes, we need plans or better plans	<input type="checkbox"/> <a href="#">Yes</a> to both
<i>Add more rows for elements specific to your coalition or partnership as needed!</i>			

*Type in the Chat Box one (1) top priority for you and let's discuss!*

# Sustainability Pre-Planning

Step	Sustainability Pre-Planning Worksheet
<b>SDOH our coalition addresses:</b>	
1	Copy an especially important sustainability element from the prioritization worksheet in the space below. Priority sustainability element:
2	If there are other important sustainability elements you need to address to improve the element specified in #1, list them in this row. Additional relevant sustainability elements:
3	What, specifically, do you need to achieve to make progress on the sustainability element(s) above? We need to:
4	What is your rationale for #3? Why is it important? Refer back to your logic model or theory of change—how will achieving #3 help you achieve your desired outcomes? If you cannot articulate a connection to your desired outcomes, revise #3. Rationale for #3:
5	<b>Put these together and write down your sustainability goal in one sentence using a VERB → OUTCOME → TIMEFRAME structure: Do [THIS] to achieve [THAT] by [WHEN].</b> Sustainability goal:
6	How will you know when you've achieved your sustainability goal? By what standards will you measure success? How and when will you monitor your progress? Measurements:

# Example Sustainability Goals

## Strategic Communications

Goal: Establish consistent messaging on safe sleep across agencies and within the early childhood workforce (Lactation Support Providers and others interacting with pregnant and postpartum families) to ensure families hear the same message at every interaction by March 31, 2024.

Example: American Heart Association in Texas partnered with peer organizations to identify existing suitable training curricula, common educational materials, or co-create resources, as identified and needed. They have 3 programs to increase consistent communication products for BIPOC families, in a variety of languages



# Example Sustainability Goals

## Community and Organizational Partnerships

Goal: Establish formal partnerships with education and training organizations to identify strategies for integrating consistent, tailored, evidence-based lactation education and support curriculum into health-related vocational programs, skilled trade technical programs, and undergraduate and graduate education for health professionals within the community by December 31, 2024.

Context: *Integrate lactation education and support curriculum into health-related vocational programs, skilled trade technical programs, and undergraduate and graduate education for health professionals within the community Families live, work, and play in a wide variety of places and all of those individuals have a role in breastfeeding continuity of care and promoting, supporting, and protecting a family's nutrition goals, including the desire to breastfeed.*

# Example Sustainability Goals

## Assessment and CQI

Goal: Gather information on barriers to care for pregnant and birthing people to prenatal and perinatal care to inform ongoing and identify potentially additional services needed by May 31, 2024.

### *More Detailed Version*

Goal: Gather information on barriers to care for pregnant and birthing people to prenatal and perinatal care, including from, from Community Health Assessment, community health workers, school nurses, and other organizations (e.g., faith-based organizations), to inform ongoing and identify potentially additional services needed by May 31, 2024.

# Example Sustainability Goals

## Assessment and CQI

Goal: Gather information on barriers to care for pregnant and birthing people to prenatal and perinatal care to inform ongoing and identify potentially additional services needed by May 31, 2024.

Example: *The Erie County DOH convened a series of meetings and community conversations with stakeholders to solicit community input for continuous quality improvement. Hospital representatives, members of academia, and United Way met monthly to assess federal, state, and local data to identify current ongoing activities. Some of these data include local consumer surveys, town meeting minutes with CBOs, census data, WIC data, BRFSS, local hospital data, and pediatric practices interested in increasing breastfeeding rates in response to the overwhelming obesity problems in the community.*

# Sustainability Action Planning

Sustainability Goal	Paste the goal you drafted in step 5 from Table 1 in the cell to the right.	
Responsible individual(s)	Identify the individual(s) who will be responsible for implementing the overall plan, updating the plan, and who will be accountable for achieving the goal. This person(s) does not have to do all the work, but needs the skills, authority, and time to oversee the plan and ensure it is carried out.	Type response here.
Assets	Identify strengths, resources, or past experiences that you can use to help achieve your sustainability goal. Then check your plan to see how you can improve it by leveraging those assets.	Type response here.
Anticipated barriers	Envision working to achieve this goal and visualize the challenges for which you will need to plan. Make sure that those potential barriers are addressed in the plan below.	Type response here.
Reassessment cadence	Define a cadence—for example, biweekly, monthly, or quarterly—at which you will formally reassess and revise the sustainability plan below. The greater the uncertainty and risk, the more often you should reassess. See Table 4 for reassessment guidance.	Type response here.

Step	Action Step	Responsible individual	Necessary resources	Desired completion date
<i>Number your steps in the approximate order they will occur.</i>	<i>Be specific and make each step discrete. Anyone should be able to pick up this document and understand what needs to happen to achieve your goal.</i>	<i>Who will ensure the action step gets taken? It does not have to be the person who will do the work, but it should be the person with the skills, authority, and time to make sure that the action step gets done.</i>	<i>Necessary resources include things like staff, permits, and materials. If you do not currently have the necessary resources, your plan should include the steps required to obtain them. It may be necessary to articulate a separate sustainability goal and plan to do so.</i>	<i>Be prepared to revise these dates as you go.</i>
1	Type response here.	Type response here.	Type response here.	Type response here.
2	Type response here.	Type response here.	Type response here.	Type response here.



# Example Sustainability Action Plan

<b>Sustainability Goal</b>	<b>Paste the goal you drafted in step 5 from Table 1 in the cell to the right.</b>	<b>Create a communications plan co-developed with people with lived experience and specific to the stages/phases of an infectious disease epidemic/pandemic, which includes dissemination strategies for reaching pregnant people and infants at increased risk by June 2024.</b>
Responsible individual(s)	Identify the individual(s) who will be responsible for implementing <u>the overall plan</u> , updating the plan, and who will be accountable for achieving the goal. This person(s) does not have to do all the work, but needs the skills, authority, and time to oversee the plan and ensure it is carried out.	<b>Jane Doe</b> <ul style="list-style-type: none"><li>• <b>Public Health Emergency Planner</b></li></ul> <b>Dr. John Doe</b> <ul style="list-style-type: none"><li>• <b>Special Projects Coordinator</b></li></ul>

# Example Sustainability Action Plan

Assets	Identify strengths, resources, or past experiences that you can use to help achieve your sustainability goal. Then check your plan to see how you can improve it by leveraging those assets.	<p><b>Jane Doe</b></p> <ul style="list-style-type: none"><li>• Public health officer (for 23 years)</li><li>• Infectious disease epidemiologist</li><li>• Appreciates precision</li><li>• Well-connected in the community (family has lived in the community and been active members for three generations)</li></ul> <p><b>Dr. John Doe</b></p> <ul style="list-style-type: none"><li>• Epidemiologist</li><li>• Holds a DrPH in Community Health</li><li>• Emergency preparedness background</li><li>• Previous maternal-child health work in the community, has strong community partnerships</li></ul>
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# Example Sustainability Action Plan

Anticipated barriers	Envision working to achieve this goal and visualize the challenges for which you will need to plan. Make sure that those potential barriers are addressed in the plan below.	<p>Need to ensure that <b>messaging is relevant to people with lived experience</b></p> <p>Need to specify <b>who</b> will disseminate the message, for independent infectious disease events; <b>when</b> it's time to reach the population, it's time to execute the plan.</p> <p>Need to consider the timeliness factor; don't want to spend so much time getting it right that we miss the window to reach the public.</p>
Reassessment cadence	Define a cadence—for example, biweekly, monthly, or quarterly—at which you will formally reassess and revise the sustainability plan below. The greater the	Biweekly

# Example Sustainability Action Plan

Step	Action Step	Responsible individual	Necessary resources	Desired completion date
<i>Number your steps in the approximate order they will occur.</i>	<i>Be specific and make each step discrete. Anyone should be able to pick up this document and understand what needs to happen to achieve your goal.</i>	<i>Who will ensure the action step gets taken? It does not have to be the person who will do the work, but it should be the person with the skills, authority, and time to make sure that the action step gets done.</i>	<i>Necessary resources include things like staff, permits, and materials. If you do not currently have the necessary resources, your plan should include the steps required to obtain them. It may be necessary to articulate a separate sustainability goal and plan to do so.</i>	<i>Be prepared to revise these dates as you go.</i>
1	Reach out to Mary on the communications team	Jane and Dr. John Doe	Mary in communications	First Week in March 2024
2	Create messaging templates for the different phases of an infectious disease epidemic	Mary with input from Jane and Dr. John Doe	Existing messaging templates	March 2024
3	Translate messaging templates to the top non-English languages in the county	Mary and the communications team (they have staff to support this)	Translation services	First Week in April 2024
4	Vet templates with community members, including people with lived experience, and stakeholders to ensure appropriate literacy level and translation	Mary and the communications team	The communications team has a health literacy specialist who can help assess the literacy level	End of April 2024. 1st community baby shower second week of April 2024 - could promote this with school programs and other community partners.
5	Create a list of providers who	Dr. John Doe will	FQHCs, local health	Begin mid-March 2024



# Sustainability Planning Assessment Checklist

Check when complete	Prompt
<input type="checkbox"/>	Have you met the success criteria you defined in step #6 of Table 1?
<input type="checkbox"/>	Are you including individuals with relevant lived experience in the planning, processes, and activities?
<input type="checkbox"/>	Is your goal moving you closer to the outcomes you are trying to achieve? If not, consider revising your goal or developing a new goal and a new plan.
<input type="checkbox"/>	Are you leveraging your strengths?
<input type="checkbox"/>	Have you planned for all the relevant barriers that you can reasonably foresee?
<input type="checkbox"/>	Do you have all the resources you need? If not, consider whether you can incorporate obtaining them into this sustainability plan or whether you need to develop a new plan, perhaps associated with a different sustainability goal.
<input type="checkbox"/>	Have you specified what needs to happen over the next week/month/quarter to move you closer to your sustainability goal?
<input type="checkbox"/>	Have you identified the milestones in Table 3 that you are ready to begin planning to reach in Table 2?

# Discussion

What resonates the most?  
What's something you feel you can  
start doing today?

# Recommended Next Steps

- Review the Sustainability Guide and templates
- Identify other plans to help inform your efforts
  - Strategic plans, action plans, other sustainability plans
- Share the Guide with colleagues and partners and identify opportunities for alignment and action

We'd love to learn more from you!







THANK YOU!



# Wrap-Up

Tess Pierson

HEALTHY START TA & SUPPORT CENTER (TASC)

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# Satisfaction Survey

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# Upcoming Sessions:

## Office Hours

*THURSDAY, FEBRUARY 8  
2-3 PM ET*



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# Thank you!

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