

Factors That Promote Sustainability

1. Vision

Vision is created with participating community which accurately reflects community needs & priorities

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Partners or stakeholders have reached consensus on vision & outcomes & are ready to act

Vision & outcomes are articulated in logic model

Desired outcomes are defined & used to develop/refine strategies

2. Community Ownership

Initiative is led and/or supported by community members

Priorities reflect needs of community residents & strategies are asset-based

Key stakeholders are involved in developing & implementing strategies

Institutional home exists that ensures continuity of essential functions (e.g. health department, community organization, or trusted local entity)

3. Leadership

Champions with skills in strategic thinking, communication, facilitation & influence support initiative

Leadership that includes respected community leaders & residents is shared

Members of leadership team bring influence, commitment & support of their institutions

Leadership is diverse, has learning orientation, defined roles/responsibilities & respects different views

Plans exist for recruiting & orienting new members, as well as succession of formal leaders

4. Distributed Action

Organizations work differently due to partnership, i.e., change missions, strategic plans, budgets, contracts & other activities that address community priorities

Partners influence others outside of coalition to do their work differently and share ideas for change

Partners influence actions of their family, friends & neighbors to create healthy communities.

5. Strategies Implemented

Prioritized community change strategies focus on policy, systems & environments

Short- & long-term wins maintain momentum & engage community while working to change systems

Leaders seek solutions that leverage efforts of different sectors & focus on win-win strategies

6. Funding

Plan is created to secure resources needed to enact Community Action Plan (CAP)

Commitment to multi-year funding exists

| Factors That Promote Sustainability | |
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| Consistent, long-term funding exists, e.g. public/corporate sources, agency budgets, commercial revenue | |
| Leaders leverage in-kind & other funds, including resources from other sectors | |
| Leaders coordinate with funders to maximize flexibility & use committed/potential resources | |
| Based on agreed upon criteria, decisions are made about what should continue to be funded | |
| 7. Learning Orientation | |
| Evaluation data is used to demonstrate progress, improve/modify programs & decide what to sustain | |
| Information from community helps identify opportunities/risks, make adjustments & test assumptions | |
| Evidence base is reviewed periodically to ensure that community action plans utilize best practices | |
| 8. Implementation | |
| Key non-health stakeholders (e.g., community planners, environmentalists & city/county government officials) responsible for implementation help plan strategies | |
| People with appropriate skills, authority & resources to do the work are identified | |
| Structure exists for sharing work with action teams, connecting them to leadership, ensuring they have appropriate skills/resources & gathering feedback for quality improvement | |
| Coalition plans/facilitates meetings, makes decisions, resolves conflict & communicates effectively | |
| Outside technical expertise/assistance is secured as needed | |
| Communications plan exists for regularly sharing vision, objectives and progress to key stakeholders | |
| At key points, decisions are made about which efforts to continue, based on agreed upon criteria | |
| 9. Sustainability Planning | |
| Shared understanding of sustainability is created to develop priorities & identify key stakeholders | |
| Sustainability plan exists, with agreement on outcomes (may be part of <i>action plan</i>) | |
| Decisions regularly are made about what should be continued & prioritized, based on agreed criteria | |
| Leaders determine how they will continue efforts that deliver on pre-determined priorities | |
| Leaders implement sustainability plan & periodically assesses progress | |

Adapted from Wong, E., Norris, T., and Solomon, L. (2009). *Kaiser Permanente Community Benefit v4.1*.