

Achieving Organization Sustainability: Recommendations from the Literature

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Context

- To continue implementing the WHO FCTC, it is important for tobacco control organizations to remain sustainable
- Definition of sustainability: Sustainable organizations are vibrant organizations with sufficient infrastructure and operations & planning, leadership, and collaboration that allow continuation of day-to-day work despite future uncertainties
- Purpose of our review was to synthesize the literature regarding tools that may assist organizations in remaining sustainable



Review of the Literature

1. A review of the white and grey literature was conducted during 2016 to identify sustainability-related reports and tools
1. Twelve search terms were utilized: Non-profit sustainability, philanthropy sustainability, program sustainability, organization sustainability, partnership sustainability, initiative sustainability, philanthropy exit strategies, philanthropy legacy, foundation legacy, philanthropy exit strategies, phase-over foundations, and venture philanthropy
2. Additional reports were identified using references from key reports
1. Final review included 16 sustainability reports and tools





Results

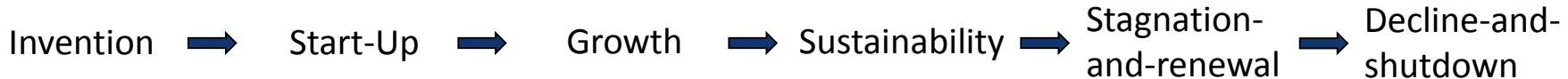
Organization Infrastructure and Operations

- Organization infrastructure and operations impact success
- How developed infrastructure and operations are may depend on the maturity of organizations
 - Start up vs. organization with 20 years of experience
- Identified tools meant to categorize the maturity level of organization infrastructure and operations and provide strategies for either reaching the next stage of maturity or maintaining maturity
 - The Speakman Management Consulting's Tools:
 - Nonprofit Organizational Life Cycle
 - Keys to Life Cycle Transitions



Organization Infrastructure and Operations

Nonprofit Organizational Life Cycle



Programs & Services	<ul style="list-style-type: none"> •Extremely informal or not yet a concern •Perceived need for a program or service 	<ul style="list-style-type: none"> •Simple programs are initiated or a mix of diverse and non-integrated activities •Strong commitment to delivering services 	<ul style="list-style-type: none"> •Programs begin to establish themselves in the market •Often demand is greater than capacity •More consistent program delivery •More focus 	<ul style="list-style-type: none"> • Core programs are established and recognized in the community • Long range program planning • New programs are added & deleted as market dictates • Programs functioning well 	<ul style="list-style-type: none"> •Organization loses sight of market •Programs developed primarily to attract funding •Difficulty in delivering services and reaching goals •Inconsistent program quality 	<ul style="list-style-type: none"> •No longer meeting market needs •Loss of credibility with funders and clients •Decline in product quality •Major reduction in referrals •Licensing or accreditation in jeopardy
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Other Infrastructure and Operations covered:

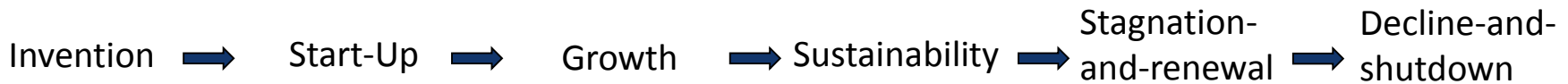
- Staffing
- Governance/Board
- Administrative Systems/Operations
- Management
- Finances and Fundraising
- Marketing/Community Awareness

Scan the QR codes on each slide to view and save each tool 😊



Organization Infrastructure and Operations

Keys to Life Cycle Transitions



Programs & Services	<ul style="list-style-type: none"> • Identify key unmet client/community needs • Develop a concept plan • Identify and evaluate program options • Clarify results & expectations of work 	<ul style="list-style-type: none"> • Assess and begin to improve quality • Establish criteria for what activities and programs to pursue 	<ul style="list-style-type: none"> • Develop a strategic plan to clarify & integrate • ID and track client outcomes • Learn to say 'no' to opportunities • Develop collaborations to better serve client needs 	<ul style="list-style-type: none"> • Explore new program delivery models • Develop internal process for evaluating new opportunities • Review strategic plan & develop a long-range program plan 	<ul style="list-style-type: none"> • Undertake strategic planning to review activities – reduce and focus efforts • Conduct formal program evaluation – survey clients • Explore best practices and models • New collaborative relations 	<ul style="list-style-type: none"> • Reduce programs to core essence • Explore partner to transfer programs • Immediately improve quality
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Both Speakman Management Consulting tools are in the same document



Planning, Leadership, and Collaboration

- Planning, leadership, and collaboration may also be required to achieve long-term goals
- Objective, early, and periodic assessment of an organization's planning, leadership, and collaboration, and implementing strategies to address any gaps, may improve the likelihood of an organization surviving known or unknown threats
- Identified tools to assess an organization's "sustainability readiness" and provide direction on implementing strategies to address gaps
 - U.S. DHHS Building Sustainable Programs: The Framework & Resource Guide
 - Washington University in St. Louis & Center for Public Health Systems Science's Program Sustainability Assessment Tool (PSAT)



Planning, Leadership, and Collaboration

Building Sustainable Programs: The Framework and Resource Guide



How to use DHHS resources:

1. Framework
2. Assessment
3. Use Resource Guide

Framework



Resource Guide



Planning, Leadership, and Collaboration

Program Sustainability Assessment Tool (PSAT)



Sustaintool.org



How to use PSAT resources:

- | | |
|---------------|-----------|
| 1. Understand | 1. Review |
| 2. Assess | 2. Plan |



Other Findings...

- Donors cannot be expected to provide support indefinitely
- Plan for future donor exits
 - Leverage current donor support to implement sustainability strategies
 - Anticipate the impact of losing a donor's brand



The background features a dark blue gradient. On the left side, there is a faint, light blue graphic consisting of a flame at the top and a globe below it, both rendered in a stylized, semi-transparent manner. A horizontal light blue band spans across the middle of the image, serving as a backdrop for the main text.

Conclusions

Summary & Recommendations

- Organization infrastructure and operations & planning, leadership, and collaboration are vital areas of organizational sustainability
- Multiple tools exist to help tobacco control organizations learn, self-assess, review, and create an action plan for improving sustainability
- Objective, early, and periodic assessment using one or a combination of these tools may increase the chances a tobacco control organization can become or remain a vibrant organization despite future threats to viability
- Review the tools presented today and determine which are most appropriate for you 😊

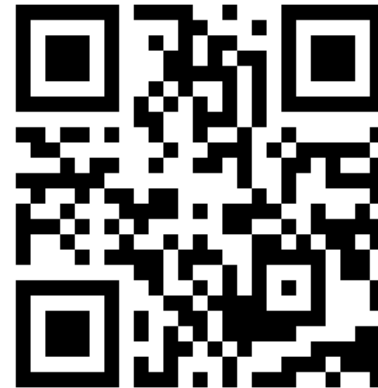


Q&A

Infrastructure and
Operations Tools



PSAT Resources



DHHS' Framework



DHHS Resource Guide



References

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