**Program Sustainability Assessment Tool**

**Note:** The Program Sustainability Assessment Tool (PSAT), a set of 40 quantitative items, was developed by the Washington University, St Louis, Missouri. If you would like more information about the original framework or the PSAT, visit [https://sustaintool.org](https://sustaintool.org/). This work is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike License.

This document contains the original PSAT items, plus open-ended probes that were developed by evaluators at the Center for Managing Chronic Disease, University of Michigan. The instructions to respondents were tailored to the evaluation.

**What is the purpose of this tool?**

This tool will help us better understand a range of specific organizational and contextual factors that can affect your program’s current capacity for sustainability. Your responses will identify sustainability strengths and challenges.

* In addition, if you wish, you can use results to guide sustainability action planning for your program. You can find suggested next steps for each sustainability domain as well as a small collection of guides and tools for making improvements in each domain at [http://sustaintool.org.](http://sustaintool.org/)

**Helpful definitions**

This tool has been designed for use with a wide variety of programs, both large and small, across different settings. Given this flexibility, it is important for you to think through how you are defining your program, organization, and community before starting the assessment. Below are a few definitions of terms that are frequently used throughout the tool.

* **Program** refers to the set of formal organized activities that you want to sustain over time. For MCAN, this comprises your site’s set of care coordination components and related changes that facilitate care coordination
* **Organization** encompasses all the parent organizations or agencies in which the program is housed. Depending on your site, *organization* may be a health system, FQHC, or school district; you may also view organizations as units within these larger domains.
* **Community** refers to the stakeholders who may benefit from or who may guide the program. This could include local residents, organizational leaders, decision-makers, etc. Community does not refer to a specific town or neighborhood.

**The Process for Data Collection**

Prior to your key informant interview, please answer the five multiple-choice questions in each section and think about how you would answer the “probes” in each section. These probes, designed to enrich and expand upon your responses, will be asked during your interview. If your answers to the probes during the interview don’t fully explain your multiple-choice answers, you will have the opportunity to describe why you chose certain numbers. Please keep in mind that there are no right or wrong answers; we want to understand the factors that, in your view, most affect the sustainability of your program.

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**You are assessing your Care coordination program for children with asthma.**

In the following questions, you will rate your program across a range of specific factors that affect sustainability. Please respond to as many items as possible. If you truly feel you are not able to answer an item, you may select “NA.” **For each statement, circle the number that best indicates the extent to which your program has or does the following things.**

| **Political Support: Internal and external political environments that support your program** | **Response Categories** | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **To little or no extent** | **2** | | **3** | | **4** | | **5** | | **6** | **To a very great extent** | **Not able to answer** |
| 1. Political champions advocate for the program. | 1 | 2 | 3 | | 4 | | 5 | | 6 | | 7 | NA |
| 2. The program has strong champions with the ability to garner resources. | 1 | 2 | 3 | | 4 | | 5 | | 6 | | 7 | NA |
| 3. The program has political support within the larger organization. | 1 | 2 | 3 | | 4 | | 5 | | 6 | | 7 | NA |
| 4. The program has political support from outside of the organization. | 1 | 2 | 33 | | 4 | | 5 | | 6 | | 7 | NA |
| 5. The program has strong advocacy support. | 1 | 2 | 3 | | 4 | | 5 | | 6 | | 7 | NA |

Probes:

* Who are your champions or advocates? In what ways do they advocate for the program (or have they advocated, or you hope they will do)? Can you provide an example?
* Describe the political support—or lack thereof—that exists within the organization. Include internal existing policies or recent or impending internal policy changes that support or impede the program’s sustainability.
* Describe the political support—or lack thereof—that exists *beyond* the organization. Include *external* existing policies or recent or impending external policy changes that support or impede the program’s sustainability.

| **Funding Stability:** Establishing a consistent financial base for your program | **Response Categories** | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **To little or no extent** | **2** | **3** | **4** | **5** | **6** | **To a very great extent** | **Not able to answer** |
| 1. The program exists in a supportive state economic climate. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 2. The program implements policies to help ensure sustained funding. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 3. The program is funded through a variety of sources. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 4. The program has a combination of stable and flexible funding. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 5. The program has sustained funding. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |

Probes:

* Describe the current funding situation
* How will the program be funded after MCAN funding ends?
* Describe your efforts to obtain funding, past and future.

| **Partnerships:** Cultivating connections between your program and its stakeholders | **Response categories** | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **To little or no extent** | **2** | **3** | **4** | **5** | **6** | **To a very great extent** | **Not able to answer** |
| 1. Diverse community organizations are invested in the success of the program. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 2. The program communicates with community leaders. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 3. Community leaders are involved with the program. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 4. Community members are passionately committed to the program. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 5. The community is engaged in the development of program goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |

Probes:

* What organizations or individuals are invested in the success of the program? Why?
* How do you see partner organizations or community members contributing to the sustainability of your efforts to improve care coordination?
* How important is it to have community leaders involved with or committed to the program?
* Are there partnership structures such as coalitions or networks created by the project that may be sustained beyond MCAN funding? If so, describe them.

| **Organizational Capacity: Having the internal support and resources needed to effectively manage your program and its activities** | **Response categories** | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| To little or no extent | 2 | 3 | 4 | 5 | 6 | To a very great extent | Not able to answer |
| 1. The program is well integrated into the operations of the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 2. Organizational systems are in place to support the various program needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 3. Leadership effectively articulates the vision of the program to external partners. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 4. Leadership efficiently manages staff and other resources. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 5. The program has adequate staff to complete the program’s goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |

Probes:

* Describe the internal support and resources you currently have for this program, and how this will change after MCAN funding ends
* Describe the strengths and weaknesses you see in terms of the organizational capacity to maintain this program

| **Program Evaluation*:* Assessing your program to inform planning and document results** | **Response categories** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| To little or no extent | 2 | 3 | 4 | 5 | 6 | To a very great extent | Not able to answer | |
| 1. The program has the capacity for quality program evaluation. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 2. The program reports short term and intermediate outcomes. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 3. Evaluation results inform program planning and implementation. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 4. Program evaluation results are used to demonstrate successes to funders and other key stakeholders. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 5. The program provides strong evidence to the public that the program works. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |

Probes:

* Describe how the program has used evaluation findings to strengthen the program and its sustainability
* Describe how you foresee the role of evaluation after MCAN funding ends
* Who have you shared your evaluation results with?

| **Program Adaptation*:* Taking actions that adapt your program to ensure its ongoing effectiveness** | **Response categories** | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| To little or no extent | 2 | 3 | 4 | 5 | 6 | To a very great extent | Not able to answer |
| 1. The program periodically reviews the evidence base. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 2. The program adapts strategies as needed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 3. The program adapts to new science. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 4. The program proactively adapts to changes in the environment. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 5. The program makes decisions about which components are ineffective and should not continue. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |

Probes:

* The questions above refer to the program as you have implemented it. Provide an example or two that demonstrates adaptability of your program.
* Did the EBIs you implemented (Yes We Can and/or ICAS) allow for adaptability? Please describe.
* How do you think the EBI’s level of adaptability affects sustainability of your program?

| **Communications: Strategic communication with stakeholders and the public about your program** | **Response categories** | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| To little or no extent | 2 | 3 | 4 | 5 | 6 | To a very great extent | Not able to answer |
| 1. The program has communication strategies to secure and maintain public support. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 2. Program staff communicate the need for the program to the public. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 3. The program is marketed in a way that generates interest. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 4. The program increases community awareness of the issue. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |
| 5. The program demonstrates its value to the public. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA |

Probes:

* Describe your communication tools and strategies
* How important is it that the program demonstrates its value to the public?

| **Strategic Planning*:* Using processes that guide your program’s direction, goals, and strategies** | **Response categories** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| To little or no extent | 2 | 3 | 4 | 5 | 6 | To a very great extent | | Not able to answer | |
| 1. The program plans for future resource needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | | NA | |
| 2. The program has a long-term financial plan. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA | |
| 3. The program has a sustainability plan. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA | |
| 4. The program’s goals are understood by all stakeholders. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA | |
| 5. The program clearly outlines roles and responsibilities for all stakeholders. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | NA | |

Probes:

* Describe the program’s sustainability plan
  + How was it developed?
  + What does the plan entail?
  + Is the plan formalized in writing?
* Describe how you foresee the work of this program continuing after MCAN funding.

**Final Questions**

* How does the fact that you adapted an EBI (or EBIs), versus creating your own program from scratch, affect the sustainability of the work? When answering, consider the following factors that affect sustainability:
  + Political support
  + Funding stability
  + Partnerships
  + Organizational capacity
  + Program evaluation
  + Program adaptation
  + Communications
  + Strategic planning
* What practices, procedures, or social norms have changed due to the program? How will they be sustained after MCAN funding?
* This final question is more reflective in nature. Overall, what have you learned (or done) about creating sustainable care coordination programs or improvements?