

Sustainability Factors

Operational Definitions and Examples

SUSTAINABILITY: “When new ways of working and improved outcomes become the norm.”¹

- **Perceived Value** – acknowledged value by those affected by the new ways of working and improved outcomes. Examples include the project activities being considered to be beneficial by clients, service providers, or community members.
- **Monitoring and Feedback** – monitoring is conducted on a regular basis and feedback is shared in easy to understand formats. Examples include information-gathering calls to monitor the project, and feedback provided to key staff using easy-to-understand formats (e.g., graphs).
- **Leadership** – the degree to which leaders (including decision-makers and champions) continue to be *actively* engaged beyond the implementation stage. Examples include ongoing attendance at meetings focused on the new ways of working and ongoing monitoring of outcomes.
- **Staff** – staff has the skills, confidence, and interest in continuing the new ways of working and improved outcomes. Examples include staff being able to use a new referral system capably or experiencing that a new curriculum is more effective in achieving better outcomes.
- **Shared Models** – continued use of a shared model among those involved in the new ways of working. Examples include the Chronic Care Model, the 40 Developmental Assets, the 5As, or Plan-Do-Study-Act (PDSA).
- **Organizational Infrastructure** – degree to which organizational operations support the new ways of working and improved outcomes. Examples include rewriting job descriptions to support the project activities and resources being devoted to the project activities through the organization’s business plan.
- **Organizational Fit** – degree to which the new ways of working and improved outcomes match the organization’s overall goal and operations. Examples include project activities becoming part of the organization’s strategic plan.
- **Community Fit** – degree to which the new ways of working and improved outcomes match the communities’ interests, needs, and abilities. Examples include an expressed desire for new or improved services and outcomes.

¹ Sustainability: Model and Guide – NHS Institute for Innovation and Improvement. 2007
www.institute.nhs.uk/building_capability/new_methods_tools_and_approaches/introducing_sustainability

- **Partners** – involvement of partners who *actively* support new ways of working and improved outcomes. Examples include partners who continue to contribute staff or resources after the implementation phase.
- **Spread** – expansion of new ways of working and improved outcomes to additional locations. Examples include project activities that were planned for one community agency or department expanding to new agencies or departments.
- **Funding** – funding beyond original project period. Examples include extension of original grant funding or obtaining funding to expand project activities to additional populations or communities.
- **Government Policies** – degree to which new ways of working and improved outcomes are supported by governmental policies. Examples include reimbursement for a new service or incorporating outcome measures into its surveillance systems.