

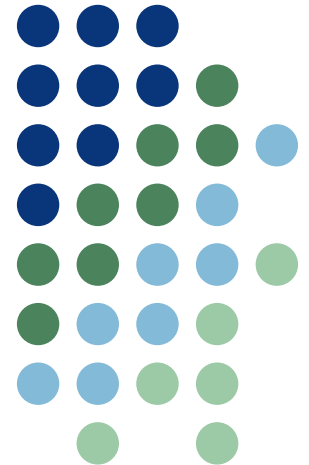
Sustaining and Maintaining State Chronic Disease Programs: Experiences from Tobacco Control

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Presentation Overview

- Give Rationale and Definition of Public Health Program Sustainability
- Present a Sustainability Framework for Evaluators
- Provide Sustainability Examples from Tobacco Control
- Discuss Implications for other Chronic Disease Programs



Impetus for Sustainability

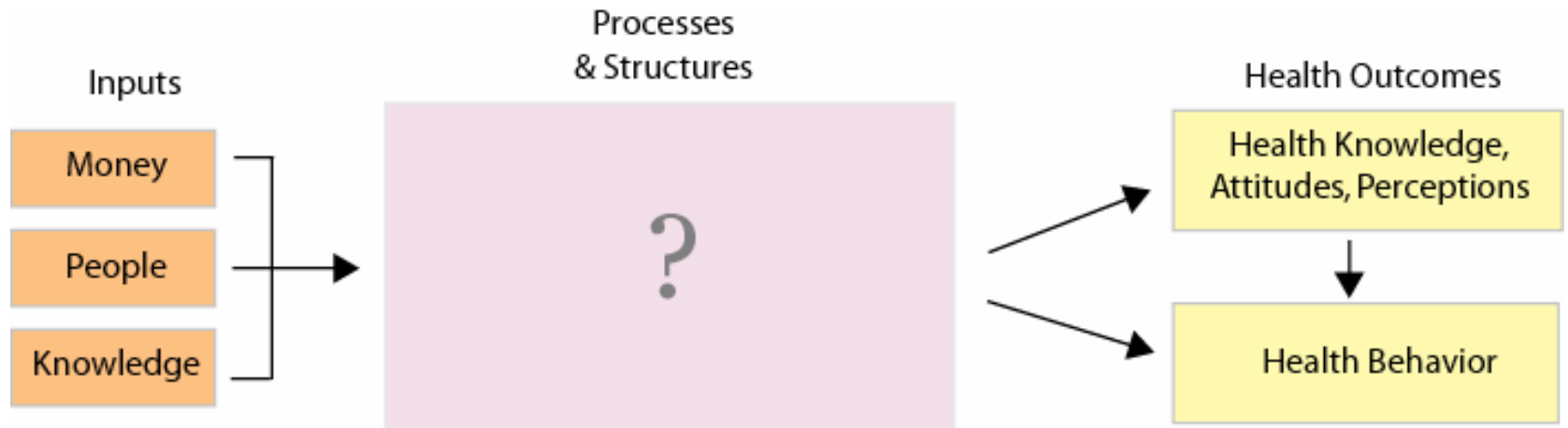
- Tobacco Control “Perfect Storm”
 - State budget crises
 - Shift of prioritization away from TC
 - Tobacco industry opposition
- Results
 - Little spent on TC
 - Master Settlement Agreement funds raided for other purposes
 - Many state programs dramatically cut

Perspective of TC Managers

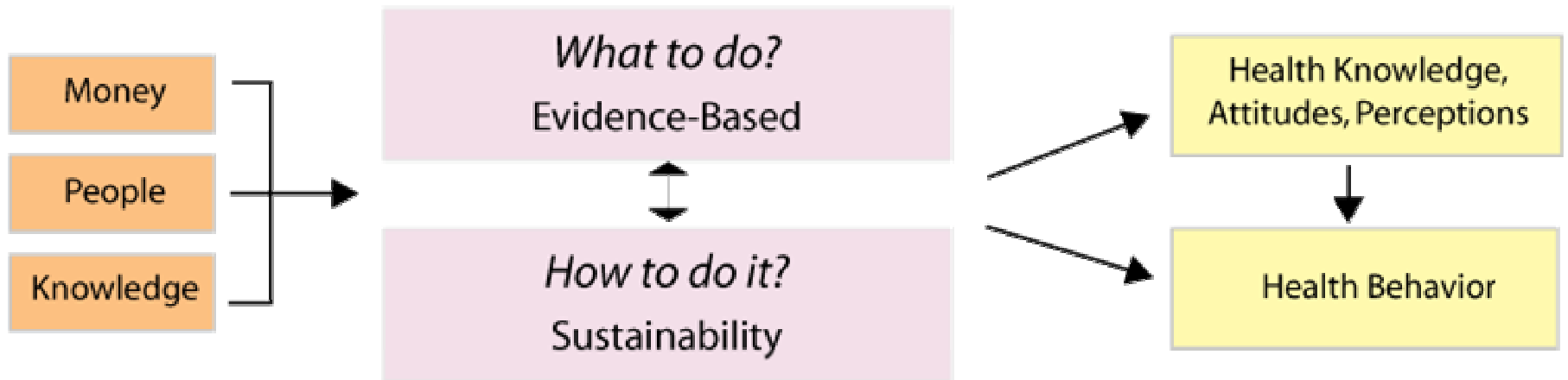


- “What parts of your program will you protect/hold on to when/if budgets are cut?”
 - No consensus – answers included: cost, politics, staffing, community support, effectiveness
 - Need for guidance that went beyond CDC’s *Best Practices Guidelines*

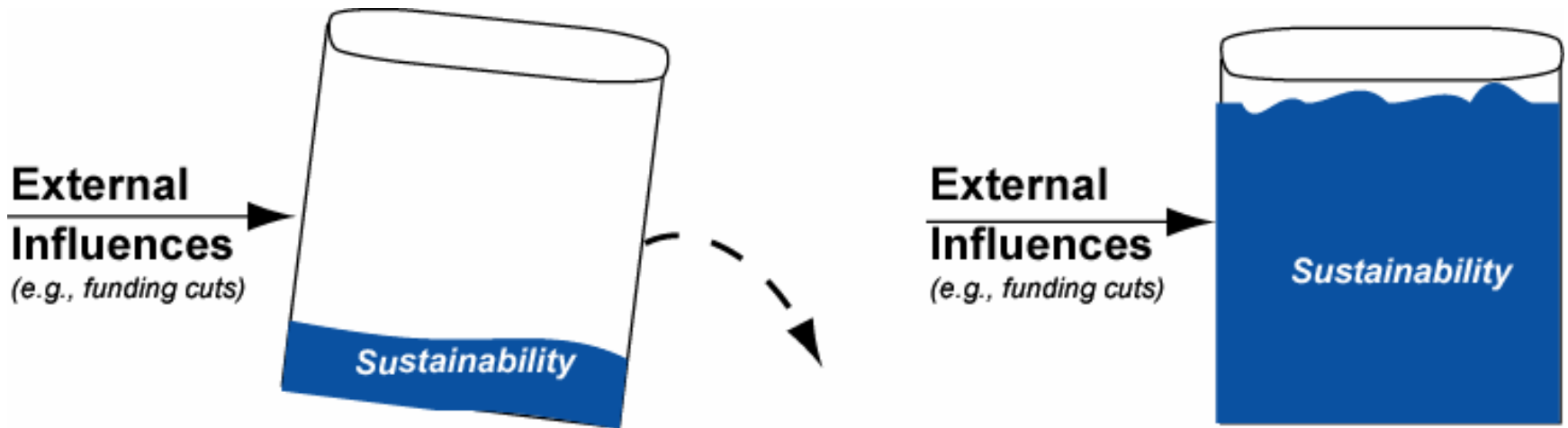
Tobacco Control Programs



Two Parts of the Black Box



“Center of Gravity” Model of Sustainability



Definitions of sustainability



- Maintaining adequate service coverage that will provide continuing control of a health problem
- Continuing to deliver benefits over a long period of time
- Becoming institutionalized within an organization
- Continuing to respond to community issues

Why a sustainability framework?



- There is no model of sustainability available for TC, or most other chronic disease programs
- There is no tool to evaluate sustainability across programs or states
- TC and other programs face increasingly hostile environments
- There is a need to increase effectiveness of strategic planning and information sharing

Important Sustainability Literature



- Shediac-Rizkallah, M.C., Bone, L.R. (1998). Planning for sustainability of community-based health programs: Conceptual frameworks and future directions for research, practice, and policy. *Health Education Research*, 13(1), 87-108.
- Evashwick, C., Ory, M. (2003). Organizational characteristics of successful innovative health care programs sustained over time. *Family and Community Health*, 26(3), 177-93.
- Hayes, C., and Bryant, E. (2002). Sustaining Comprehensive Community Initiatives: Key Elements for Success. *Financing Strategy Brief*. <http://www.financeproject.org>.
- Mancini J.A., Marek L.I. (2004) Sustaining community-based programs for families: Conceptualization and measurement. *Family Relations*, 53, 339-347.

Common themes from the literature



- Using outcome and program evaluation data
- Making efforts toward strategic funding
- Having positive community support and relationships
- Having adequate program administration and staff
- Accounting for outside or environmental influences



The Sustainability Framework





Example of Limited Evidence for Funding Stability & Planning



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Sustainability Data

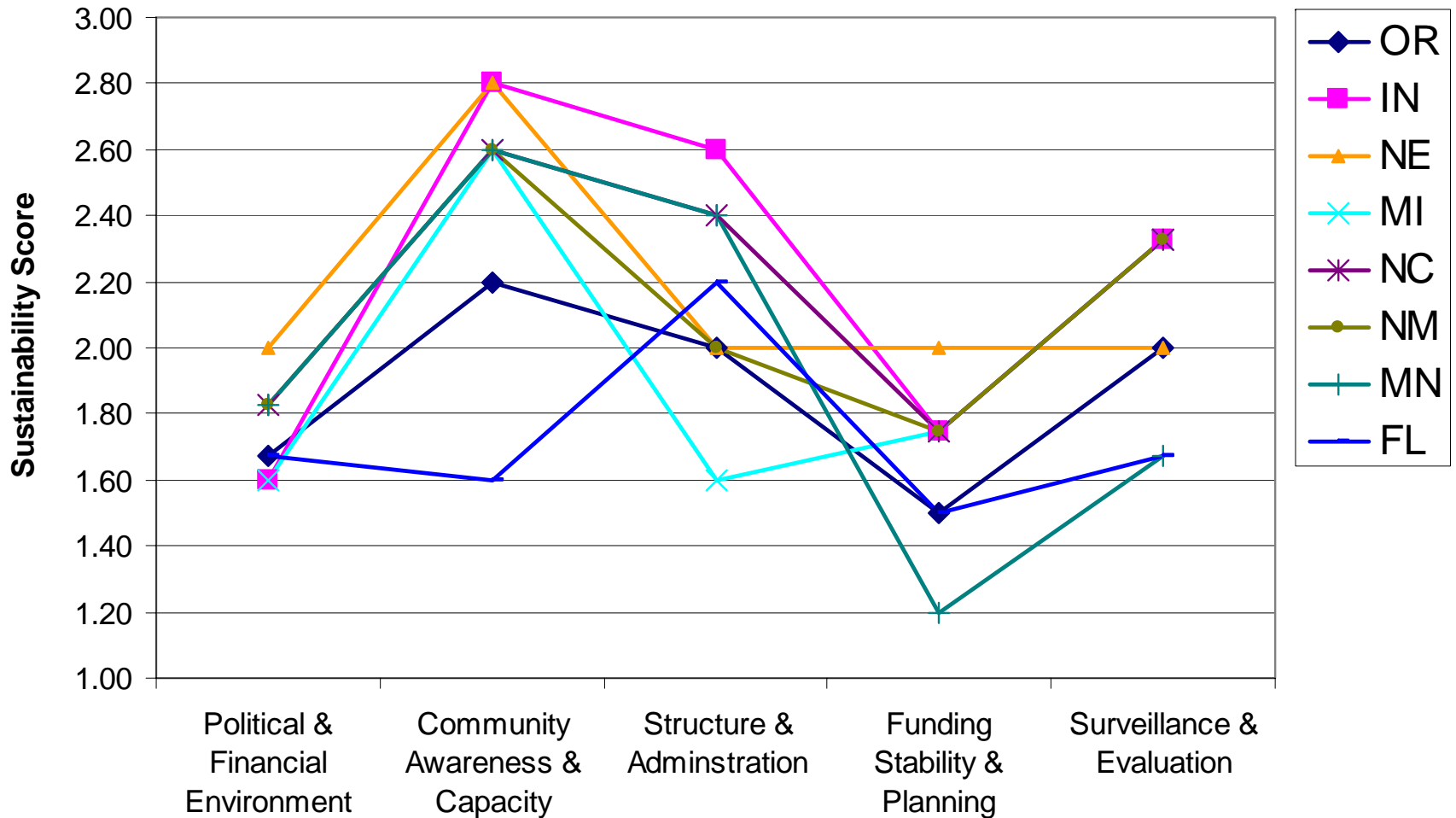
- Data collected in 2004/2005 from eight state tobacco control programs
- Part of a larger quantitative/qualitative process evaluation project (*Economic Impact*), supported by CDC and the American Legacy Foundation
- Sustainability data from key informant interviews from critical program partners (~ 16 per state), plus archival data
- See <http://ctpr.slu.edu> for more information

Sustainability Profiles



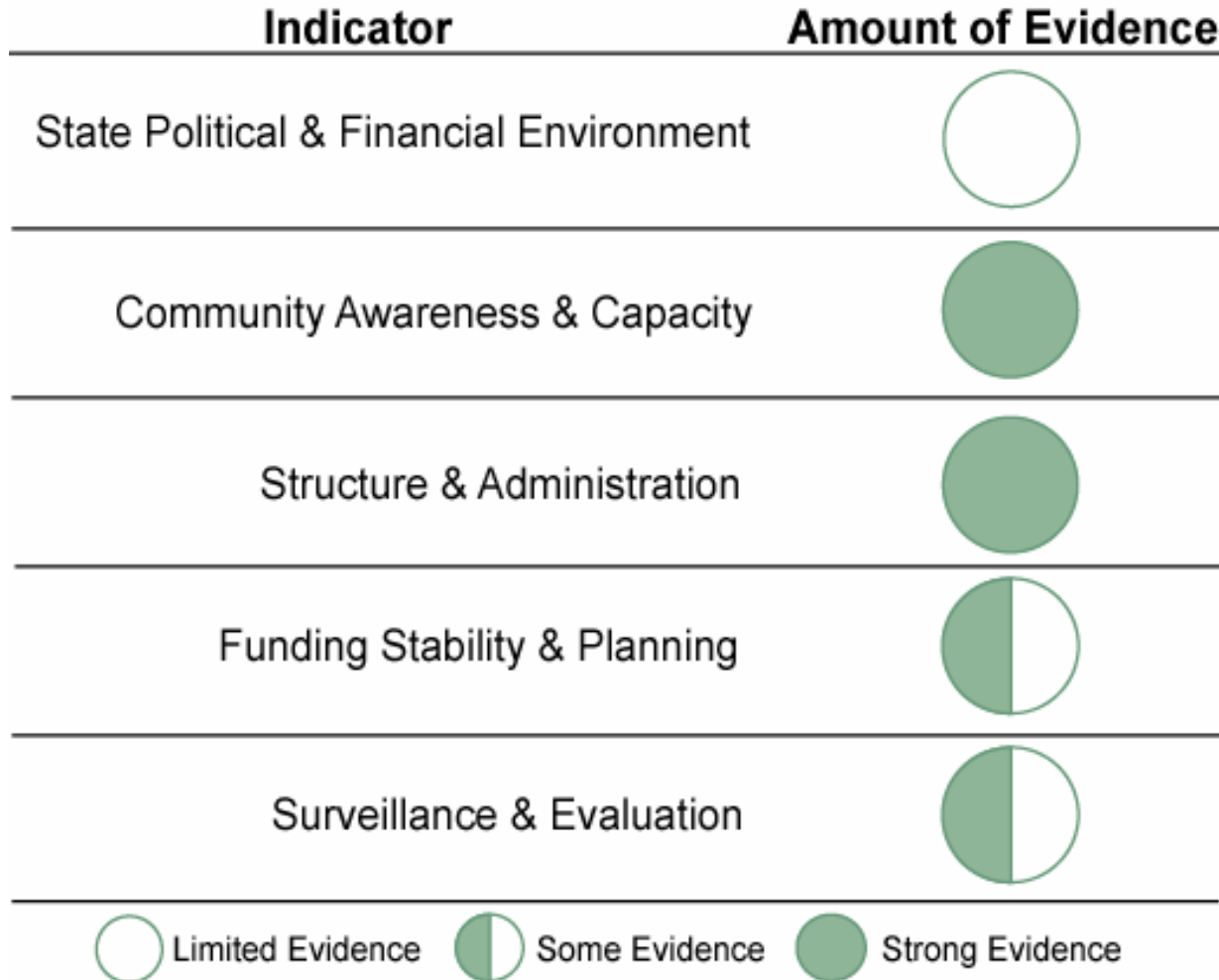
- Scores were calculated for each indicator and aggregated within each of the five domains.
- Data were rated on the amount of evidence for presence of that indicator:
 - Limited evidence
 - Some evidence
 - Strong evidence

Sustainability Profiles – 8 States





Indiana's Sustainability Profile





Indiana's Experience

- *Challenge:* 70% funding cut in FY 2004 & possible elimination of all 2005 MSA funding
- *Response:*
 - Launched extensive educational & public relations efforts towards policy makers and public
 - Messages emphasized data from surveillance systems that showed consistent declines in smoking rates during the period when the program was fully funded
 - Faith-based organizations & ITPC board members advocated policy makers
 - Several individual legislators championed the program
 - Extensive letter-to-the editor campaign across state
- *Outcome:* Maintained state tobacco control funding at \$10.8M annually

Successful States



States	Sustainability Domain				
	Political & Financial Environment	Community Awareness & Capacity	Structure & Administration	Funding Stability & Planning	Surveillance & Evaluation
Colorado		✓	✓		
Indiana	✓	✓	✓		✓
Nebraska	✓	✓	✓		✓
New York		✓	✓		✓
Virginia		✓	✓	✓	✓



These things matter

- Strong and experienced leadership
- Broad and deep organizational and community ties
- Coordination of advocacy efforts
- Strategic use of surveillance and evaluation data
- Active dissemination of program successes
- Policy maker champions

Final thought



Sustainability provides a buffer to prevent the works effects of budget cuts AND helps programs recover more quickly

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