



SUSTAINING THE CHANGE

SUMMER SYMPOSIUM ON SOLVING THE PHYSICAL
ACTIVITY AND NUTRITION EQUATION

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Workshop Objectives

- Define what we mean by ‘sustainability’ ? What are we trying to sustain?
- Explore the fundamentals of what works (DNA of the movement)
- Examine sustainability principles and characteristics
- Learn a couple frameworks that can be used in your community to identify, assess, and act on factors that support sustainability.
- Engage in a learning exchange
 - ▣ What is the role of leaders and partnerships in sustaining the work?
 - ▣ How do policy, systems and environmental changes sustaining the work?
- Articulate key take-a-ways , set stage for next steps

Sustaining the work Defined

Sustinere (Latin): “to hold up”

Community’s ongoing capacity and resolve to work together to establish, advance and maintain effective strategies that continuously improve health and quality of life for all

Sustainability **is . . .**

- **Dynamic - adjusts to new needs & circumstances**
- **Responsive to communities & stakeholders**
- **Not dependent on a certain organizational structure**

Characteristics of Sustainable Communities

- **Active, cohesive & safe**
 - Strong culture & shared community activities**
- **Well run**
 - Effective/inclusive participation, representation & leadership**
- **Environmentally sensitive & well designed**
 - Feature quality built & natural environment**
- **Well connected**
 - Transportation & communication resources that link people to jobs, schools, healthcare, recreational opportunities, & other services**
- **Thriving**
 - Flourishing & diverse local economy**
- **Well served**
 - Public, private, community & voluntary services meet people's needs & are accessible to all**
- **Fair for everyone**
 - Include those in other communities, now & in future**

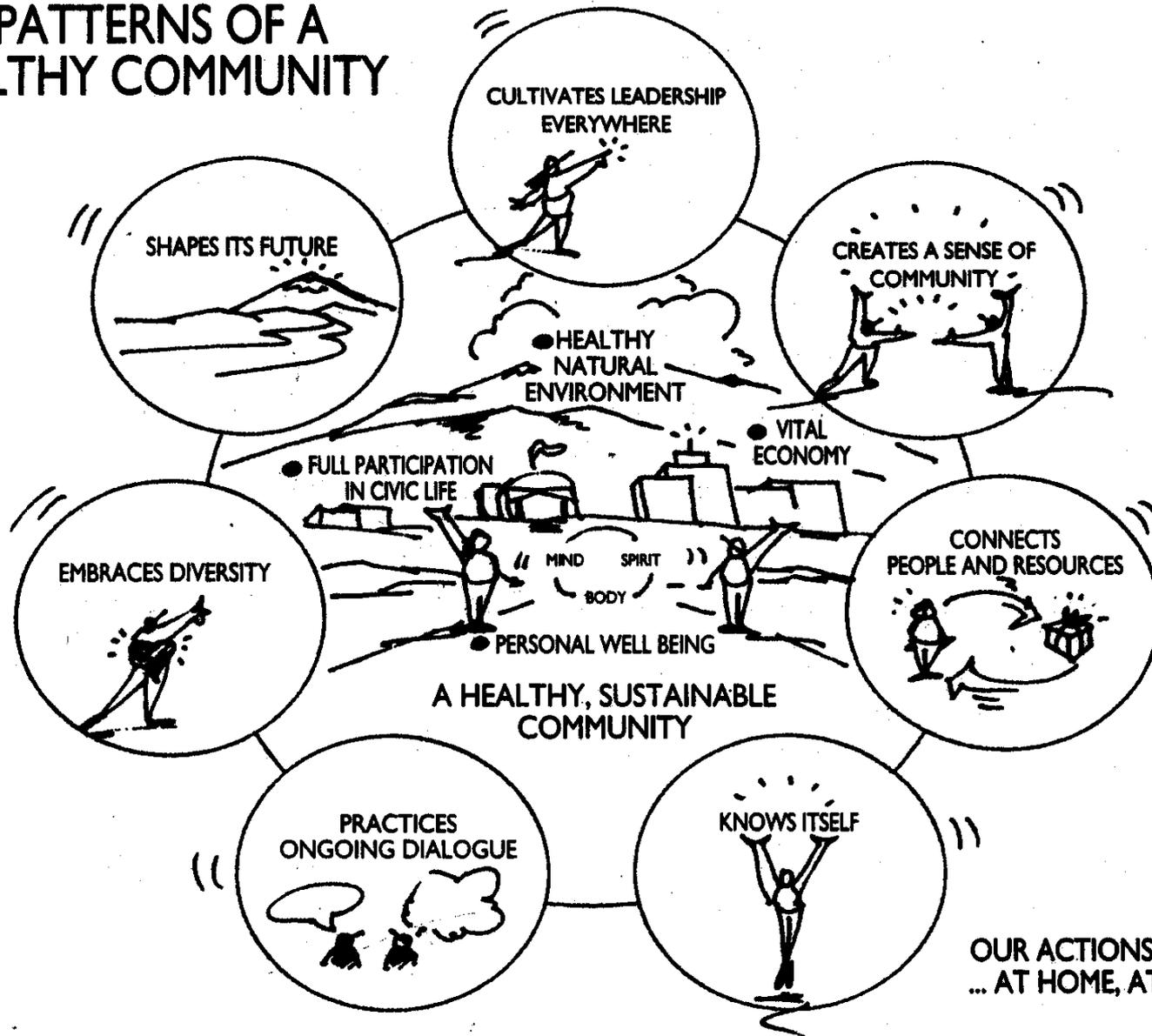
Forms of Wealth



What is our role as: Health Investment & Policy Advisors

- Enhance and link existing initiatives
- Help shape & advocate for the policies, investments and changes to environments that underlay the full spectrum of the determinants of health...
- Ask: “How does X, Y, Z....build or deplete our health and wealth?” “Is there sustainable gains/SROI in the choice we are considering?”
- And then, bring constituency to bear...

7 PATTERNS OF A HEALTHY COMMUNITY



OUR ACTIONS MAKE IT HAPPEN
... AT HOME, AT WORK, AT PLAY

GRAPHIC BY SUZANNE MASICA

DNA of the distributed movement

- ❑ Multi-level, multi-sector, place-based
- ❑ Policy, systems and environmental change
- ❑ Seeking health equity, addressing disparities
- ❑ Meaningful community engagement
- ❑ Reach, intensity, duration (sufficient dose)
- ❑ Informed by emerging evidence base
- ❑ Prototyping & taking social innovation to scale
- ❑ Transformative leadership

The Spectrum of Prevention

Influencing Policy & Legislation

Changing Organizational Practices

Fostering Coalitions & Networks

Educating Providers

Promoting Community Education

Strengthening Individual Knowledge & Skills

Promising PSE Strategies

Neighborhoods

- ❑ Parks, trails and other active public spaces
- ❑ General Plan amendments
- ❑ Corner store conversion efforts
- ❑ Farmers markets and community gardens
- ❑ Multi-modal transit



Schools (child care, pre-, after-)

- ❑ Cafeteria reforms
- ❑ PE standards, after school programs
- ❑ Joint Use Agreements
- ❑ Safe routes to school



Healthcare

- ❑ BMI as a vital sign
- ❑ Breastfeeding promotion
- ❑ Hospital cafeterias

Worksites

- ❑ Stairwell prompts
- ❑ Lactation support
- ❑ Worksite wellness programs



Policy, Systems, & Environmental Change

MAPPS Strategies

Media

Access

Point of Purchase / Promotion

Price

Social Support & Services

Increasing “Dose” for Impact



- Number/mix of strategies (focus and synergy)
- Geographic reach (jurisdiction wide)
- Strength of intervention (intensity/effect size)
- Number of times target group is touched
- Amount of time (duration)

Focusing on Dose

$$\text{DOSE} = \text{REACH} \times \text{INTENSITY}$$

Intensity Deconstructed:

- Exposure
- Potency

Sustained Behavior Change?

What It Looks Like:

50% healthy vending slots → vending ban → whole school reform → school + corner stores

Walk to school day → walk to school year → complete streets → streets + school PA

What Gets Sustained?

- **The Local/Regional/State Movement**
- **Partnerships, Coalitions, & Other Collaborative Structures**
- **Policy, Systems & Environmental (PSE) Changes related to HP in HP**
- **Other Programs, Activities & Strategies**

Consider Sustainability from Start

Short-term: efforts to assure strategy achieves its objectives (e.g., support from decision-makers/community, effective management, evaluation & modification of strategies)

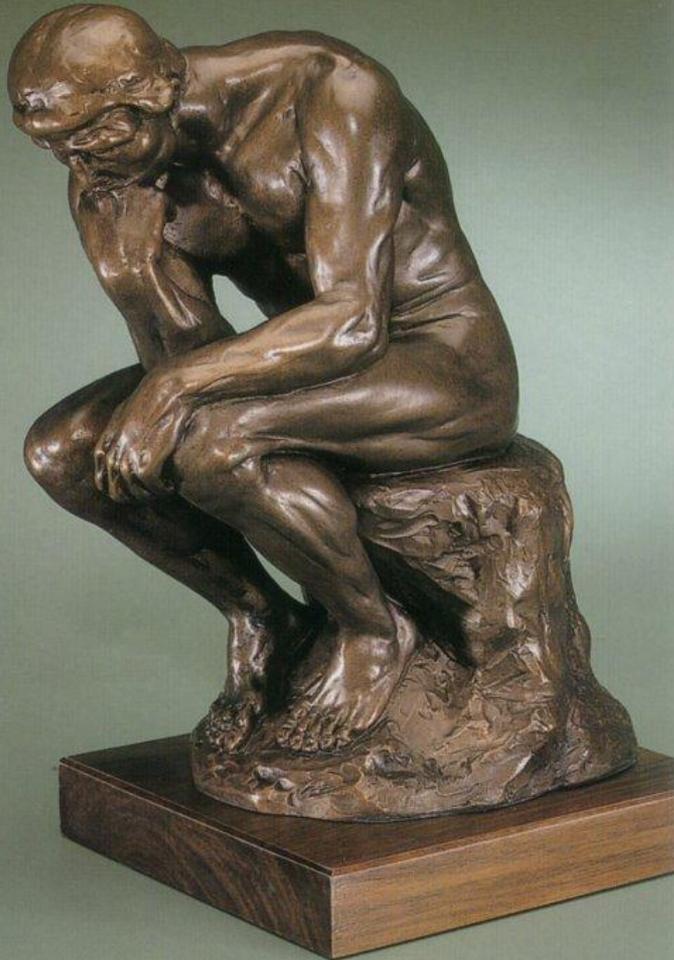
Long-term: efforts to assure viability of organization or community-led movement (e.g., diverse funding, strong leaders, marketing strategies, adaptation to change)



CDC/SOPHE Sustainability Principles

- Sustainability is change process w/action steps to strengthen infrastructure & qualities that sustain strategies/structure**
- System must be receptive to change & create environment that allows strategies/structures to adapt to it**
- Sustainable strategy, structure or environmental change is integrated into normal operations**
- Sustainable change should be proven to benefit diverse stakeholders before adopting widely**

Adopting a Sustainability Mind-set



Commitment

Vision

Ownership

Leadership

**Collaborative
Structure**

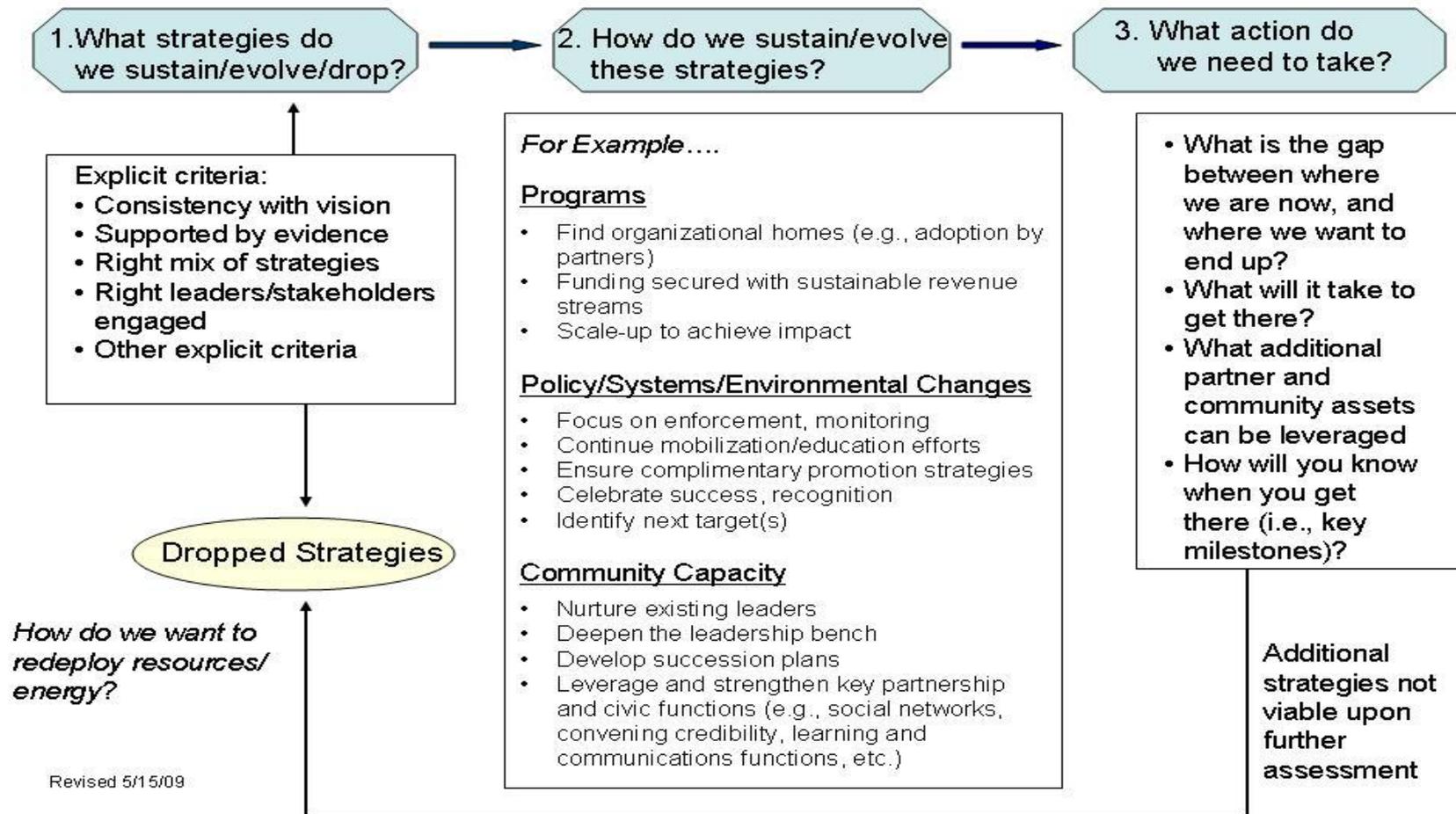
Strategies

Funding

**Sustainability
Plan**

Decision-making Guide for Sustaining Strategies

Figure 1: Decision-Making Guide for Sustaining Strategies within CHI Communities



10 Steps to Sustainability

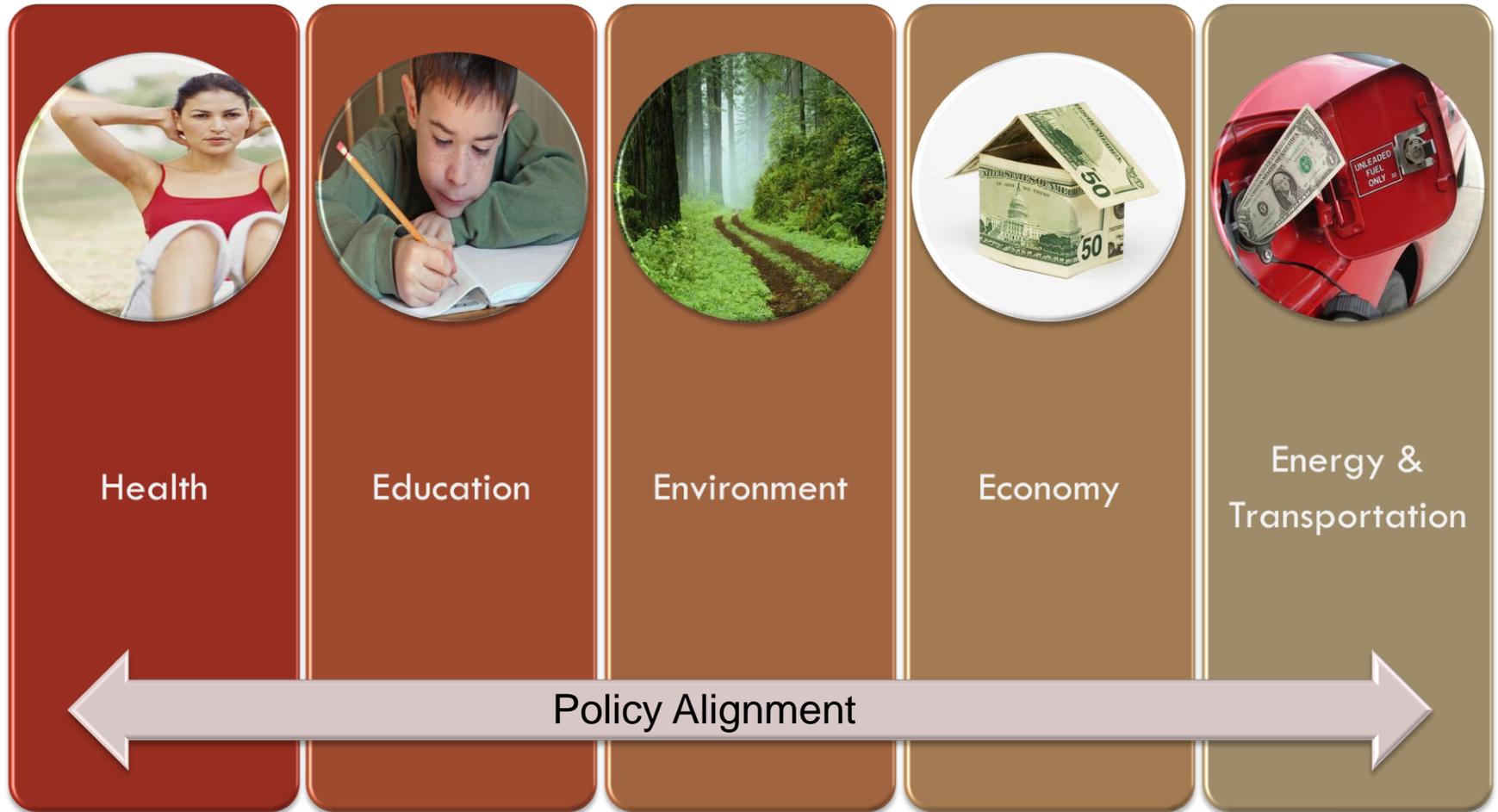
1. Create shared understanding of sustainability
2. Position your effort to increase your sustainability odds
3. Create a plan to work through the process
4. Look at current picture & pending items
5. Develop criteria to help determine what to continue
6. Decide what to continue & prioritize
7. Create options for maintaining priority efforts (esp. funding)
8. Develop your sustainability plan
9. Implement your sustainability plan
10. Evaluate outcomes & revise plan as needed

The future is not a result of choices among alternative paths offered by the present, but a place that is created -created first in the mind and will, created next in activity. The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them, changes both the maker and the destination.

John Schaar, futurist

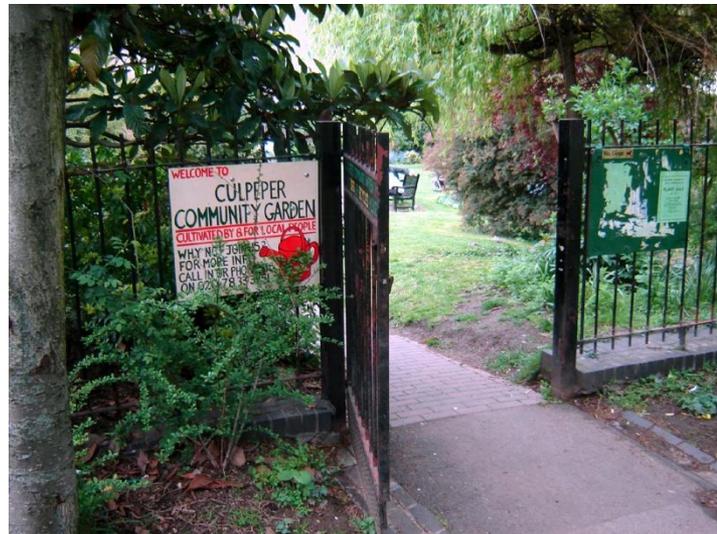


Health in All Policies (Co-benefits)



1. Start With A Shared Vision & Spirit of Inquiry

- Vision Builds Energy and Alignment
- Realize Bold Visions through Policy & Environmental Change
- Move Forward with a Spirit of Inquiry



2. ADAPT TO EMERGING OPPORTUNITIES

- The Right Starting Point Will Emerge
- Get Behind Existing Assets
- Produce Results to Create Opportunities



3. BORROW FROM OTHERS AND BUILD YOUR OWN

- **Success Stories Sell**
- **This Is Not a Cookbook**
- **Think like a Social Entrepreneur**



4. ENGAGE CROSS-BOUNDARY LEADERS WHO CARE

- Bring the “Right” People to the Table
- Turn the Group into a Team
- It’s Personal!



5. BECOME MULTIPLE ROLE PLAYERS

- **Discover the Best Role for the Situation**
- **Practice the Art of Collaborative Advocacy**
- **Maintain a Flexible but Insistent Focus on Results**



6. USE DATA TO GUIDE, NOT DRIVE THE EFFORT

- **Data Can Be Powerful**
- **Avoid Focusing on Getting All the Data before Moving Forward**
- **Be Strategic and Utilization-Focused**



7. DEVELOP LEADERSHIP STRUCTURES THAT DISTRIBUTE OWNERSHIP & ACTION

- Create Just Enough Structure
- Utilize Good, Facilitative Processes
- Share the Load (and Credit)

