

# Sustainability Assessment Facilitator Guide and Supporting Documents

This guide was initially designed to support the facilitation of the Sustainability Assessment and accompanying action plan, developed by the **American Cancer Society Hospital Systems Capacity Building Initiative (HSCB)** for participating **Communities of Practice (COP) sites**. This guide holds useful tips and tools from prepping for your meeting and inviting participants, to guiding the conversation, voting/scoring, action planning, and beyond.

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## Sustainability Assessment Logistics

The sustainability assessment tool was designed to support COP hospital system partners in identifying strategies that can be implemented to ensure cancer screening and prevention efforts will be sustained beyond initial **evidence-based intervention (EBI)** implementation. This logistics sheet goes over key things to keep in mind while facilitating the assessment.

<b>Completed with:</b>	Hospital system partners, community partners, and others engaged in planning and implementation as appropriate (refer to page 3 for more details) .
<b>Completion length:</b>	We recommend allotting 60-90 minutes to complete the sustainability assessment.
<b>Completion mode:</b>	The assessment can be completed in-person or via video conference software. Below you will find tips to set up for both virtual and in-person administration.
<b>Tips for either type of facilitation:</b>	<ul style="list-style-type: none"> <li>• Do pre-work (ensure you are familiar with the assessment and items, engage another team member to lead/support you, and practice conducting voting).</li> <li>• Enlist another team member to take notes and take score so you can focus on facilitation.</li> </ul>
<b>Virtual facilitation tips:</b>	<ul style="list-style-type: none"> <li>• Each participant needs to have a video camera to complete the simultaneous voting process with fist to five (page 7).</li> <li>• Ideally, each participant logs on from a separate computer; if there are multiple people in the room they will need to be positioned in a way where you can see everyone.</li> <li>• We recommend sending the assessment ahead of time to participants and asking them to print it out. That way you will not need to screen share and it will be easier to complete simultaneous voting.</li> <li>• For voting virtually, using a poll is also a good way to have simultaneous and anonymous voting.</li> <li>• We recommend that you have a printed copy of the assessment to aide facilitation and mark answers. After administration you can transfer final answers to the electronic PDF copy.</li> <li>• If possible, having a second screen available when facilitating helps.</li> <li>• Consider making slides that have the questions to support people who need info visually.</li> </ul>
<b>In-Person facilitation tips:</b>	<ul style="list-style-type: none"> <li>• When facilitating in-person we recommend having participants chairs set up in a circle. This will make it easier to facilitate voting and discussion. If possible, have a table/desktop in front of each chair to make it easier for them to see the assessment.</li> <li>• Each participant should receive a paper copy of the assessment. Either send it ahead of time and ask them to print it, or print and bring copies.</li> <li>• We recommend writing the scale on a poster for participants reference.</li> <li>• We recommend that you have a printed copy of the assessment to aide facilitation and mark answers. After administration you can transfer final answers to the electronic PDF copy.</li> </ul>

Action planning/sustainability assessment follow-up logistics can be found on page 11 of this guide.

## Who's at the Table

To successfully complete the sustainability assessment, it is best to have various hospital system representatives in the room with knowledge of the different category areas. If it is just the hospital system project lead, they may not be able to answer some of the questions. Use this worksheet to identify who should be invited to participate. Below are some suggested participants. Add additional representatives as appropriate for your project. Work with your project lead to identify the most appropriate contacts.

Potential Participants
<b>Hospital System Lead:</b>
<b>A clinician who has participated in initiative actives:</b>
<b>Someone with knowledge of the EHR system/data:</b>
<b>Someone in a leadership role who understands the system's strategic plan/goals:</b>
<b>Someone in the communication/marketing department:</b>
<b>Clinic staff engaged in the initiative who understand the workflow:</b>
<b>Other hospital staff, community or initiative partners you want to invite:</b>

## Inviting Participants

In addition to your core partners (those that you have been working with on your project/initiative/interventions), you may be inviting individuals who do not have prior knowledge of your work. The below suggestions should help serve as key elements to include in not only asking hospital representatives and those who are currently working on your project, but this can also help frame up the project for those individuals who are joining that do not have as much prior knowledge about your project. You may make adjustments based on who is being invited (if all are familiar with the work, you will need to do less framing of the project in general).

- **Objective:** To perform a Sustainability Assessment on current practices and initiatives as it relates to the “Insert Project/Initiative Name or description” and prevention/screening practices.
- **Length of meeting:** ~ 60-90 mins (this is part 1 of 2) – Assessment, and then Action Planning at a subsequent meeting (tip- don’t wait until the first meeting to get the 2nd one scheduled)

### Example Invitation Email:

Good Afternoon \_\_\_\_\_,

You are being invited to participate in a two-part sustainability conversation where we will assess our capacity to sustain (insert phrase about your project/initiative work here) and develop a plan to build on our strengths and opportunities for growth. Below you will find more information on meeting one’s purpose and process.

**Meeting goal:** Over the past \_\_ years we have been partnered together (include any other partners that may also be involved) to increase \_\_\_\_\_ rates in our hospital. In this meeting we will complete a sustainability assessment that will help us identify out current capacity to sustain this work beyond initial implementation.

**Meeting length:** The assessment will take 60-90 minutes to perform, as a group, with time for discussion.

**Why you:** You are receiving this email because you have been identified as a critical member of this health system who can offer insights on our current processes and structures.

**Why focus on sustainability:** We know that EBIs designed to \_\_\_\_\_ rates are cost saving and provide positive health benefits to our constituents. Understanding our sustainability capacity and determining how to foster the continuation of effective practices at a level that is sufficient to yield desired health outcomes is critical to maintaining these benefits.

\*Adjust the above as needed for your project, partners and scope!

## Framing the Assessment

Framing refers to how you introduce the sustainability assessment and/or action planning meetings to the hospital system partners. Participants need to understand the meeting objectives and process, so they understand how to fully participate. This sheet covers the key components of framing, an example of how to frame the assessment meeting, and gives you space to practice using your own words.

Component	Objective	Sounds Like	In Your Words
<b>Objective</b>	What we are trying to achieve in the meeting	<p>Today we will be taking the sustainability assessment to identify current capacity to sustain cancer screening and prevention initiatives in our health system. Our goal is to identify areas of strengths, and opportunities for improvement.</p> <p>We will use our results to inform action planning.</p>	
<b>Process</b>	The steps we will take to achieve the objective	As a team we will review each sustainability category definition and vote on the extent to which its corresponding sustainability elements are in place. We will use a simultaneous voting process that I will explain in more detail before we review the first sustainability category. We will also have the opportunity to note potential next steps for each sustainability category where we have room for improvement.	
<b>Check-in</b>	Make sure everyone understands	Does anyone have questions about the objectives or process before I move on to explaining the simultaneous voting process?	

## Example Framing Statements

This page gives additional examples of how you may frame the tool, the importance of sustainability, and the meeting purpose. Use your discretion on the most important components to include based on your audience.

### **Tool**

This sustainability assessment was adapted from two of Washington University's validated instruments, the Clinical Sustainability Tool and the Program Sustainability tool. The sustainability categories included are based on the Integrated Sustainability Model.\*

### **Sustainability Definition**

Sustainability is the ability to maintain and adapt our (cancer focus area) work and its benefits over time.

### **Sustainability Why**

Over the past \_\_ years/months, we have successfully implemented (insert your EBIs) and seen improvements in (focus area) rates. To support continued work beyond initial implementation, and ensure long-term success of this initiative we are developing a sustainability plan.

### **Encouraging Honesty**

Everybody's voice here matters, we invited you to participate in this assessment because of your unique knowledge that comes with your role. This isn't a "test," we aren't getting a grade, we are using the results to develop an action plan.

\*Shelton RC et al. 2018 Annu. Rev. Public Health. 39:55-76

## Voting Instructions

You will use a simultaneous voting process to facilitate the assessment. Simultaneous voting is intended to equalize all voices in the room and prevent participants from influencing each other's initial vote. This sheet describes the voting steps and gives an example description you can use to describe the process.

### Steps for Fist to Five

1. Before beginning the assessment explain the simultaneous voting process and ask if anyone has any questions. As an icebreaker, you could do a practice round where you ask a fun question and everyone gets the opportunity to practice voting (e.g., our sports team has what it takes to win this year).
2. Read item one.
3. Confirm comprehension.
4. Say "one...two...three... vote"
5. Count the number of ones, twos, and so on.
6. If there is agreement, move to the next item.
7. If there is disagreement, facilitate a discussion. For example, it looks like two of you have said 3 and two have said 5. For those that said 5 what makes you think this item is in place? For those that said 3 now that you heard why they said 5 do you still think it is a 3? What would you consider a 5? Note, given the different players in the room it is possible that some won't know the answer to questions outside of their purview. This is a good opportunity for the hospital lead or the person who knows the information to quickly highlight why they voted the way they did. If no one has an answer, this can be something they look into following the assessment.
8. Once you've given a few minutes for discussion, you will conduct a second vote and document the final scores. Note, you don't need to reach consensus, just note what the second round scores were using the tally box.

### Fist to Five Participant Explanation

For this assessment we will use a simultaneous voting process which is intended to equalize voices at the table. Your role is to individually decide the extent to which the item mentioned is in place from a "1," "to a little or no extent" to "5", "to a very great extent" at your hospital system. When I say "one...two...three... vote", hold up the number of fingers that correspond with your answer. If you are unable to answer you can hold up a closed fist.

If everyone voting agrees, I will document scores and move on to the next item. If there are different scores within the group, we will spend a few minutes discussing the item and then we will conduct a second vote. We will document the results of the second vote and move to the next item.

### Additional Simultaneous Voting Options

- Zoom or Teams poll
- Give each participant index cards with 1, 2, and so on they can hold up to vote
- Use other poll software (e.g., Slido)

## Implementation Scenario

This section covers various scenarios that may come up as you are facilitating the assessment and potential ways you can navigate them.

<b>Scenario</b>	<b>A respondent asks a question about what an item means. For example, “I don’t understand what they mean by beneficial outcomes”.</b>
<b>Solution</b>	<p>If there is a clear answer or other examples you can provide, do so. For example, “beneficial outcomes can be patient-level e.g., we have increased our HPV vaccination completion rates.”</p> <p>You can also ask the group how they would define it for their system, so they are all answering the same way.</p>
<b>Notes</b>	
<b>Scenario</b>	<b>A respondent asks why an item is important. For example, “I don’t understand why it is important for us to have public-facing communication strategies”.</b>
<b>Solution</b>	<p>Thank them for sharing their perspective, explain where the items were pulled from and then normalize that some things may not be a key focus area for the hospital system’s context. (E.g., these items have been pulled from research on key components that support sustainability. That being said, this may not be an area where we want to focus on building our capacity and that is okay. We can talk about that more during action planning).</p>
<b>Notes</b>	



Scenario	One respondent is dominating the conversation.
<b>Solution</b>	<p>There are several strategies you can try to mitigate this. One recommendation is if you know ahead of time that someone is a talker, and you are doing an in-person administration you can sit near them in the room.</p> <p>You can also make more eye contact with the quieter participants, and/or call on others in the room. Say things like, “we have heard a lot from person A, can I hear from others?” Or “thank you for sharing your thoughts person A what do others think about this?”</p> <p>Alternatively, you can call on people who have not been as talkative, “person B, person C, and person D I haven’t heard much from you on this what do you think?” You will need to determine based on your group the most appropriate way to respond to this scenario. It may be that the hospital system lead talks more because they have more of the information. That is okay!</p>
<b>Notes</b>	
Scenario	One or more respondents are not paying attention.
<b>Solution</b>	<p>Depending on the group context it may be worth setting an expectation up front about not using phones/checking email etc. It can be something as simple as “This is a really important assessment for us to support continued efforts in increasing colorectal screening rates. We have a lot to get through today so I would really appreciate it if we can all agree to set our phones aside and give full attention while we are completing the assessment.”</p> <p>If it is a big group we recommend taking a few minutes in the beginning to establish working agreements or ground rules. Additionally, while the assessment is happening if someone is not paying attention the easiest thing you can do is ask them to contribute. “Person A, what do you think about this?”</p> <p>One benefit of being in-person for facilitation is that there are fewer distractions, and it is easier to tell when someone is not engaged.</p>
<b>Notes</b>	

Scenario	There is disagreement on an item, and they are having trouble moving forward.
<b>Solution</b>	<p>This is totally normal. It may be that someone has information or knowledge that others do not or that they are just considering different things while voting. We recommend asking things such as “For those that gave this one a 5, what makes you think this is fully in place?” “For those that gave it a lower rating now that you heard that explanation, do you still think it is a 3?” If no, great it sounds like we have a modified consensus let’s do the second vote. If yes, “what would it take, in your opinion, for this to be a 5?”</p> <p>Remember, it is okay if there are different scores on the second vote. The goal is to give people a chance to share their opinion and or unique knowledge and then get the group to vote again once everyone has shared.</p>
<b>Notes</b>	

## Sustainability Action Planning Logistics

Complete a sustainability action plan following the completion of the assessment. This page contains the logistics for completing the action plan.

<b>Completed with:</b>	Hospital system partners.
<b>Completed by:</b>	We recommend completing the action plan within 2-4 weeks of completing the assessment (assessment logistic instructions on page 2).
<b>Completion length:</b>	We recommend allotting at least sixty minutes to complete the action plan.
<b>Completion mode:</b>	Action planning can be completed in person or via video conference software.
<b>Action planning pre-work:</b>	If there were any items that were not able to be answered on the assessment, please assign a person to determine the answer so you have the final scores before action planning. You will also complete the scoring table found in the assessment prior to action planning as this will guide your discussion.
<b>Action planning steps:</b>	<ul style="list-style-type: none"> <li>• Review the overall scores in each category using the scoring table.</li> <li>• Based on the overall scores, which category(ies) do the participants want to focus efforts on over (select a timeframe that works for your project/initiative)?</li> <li>• For each category go back to the elements and identify where there was room for improvement. What was identified in the note box?</li> <li>• For each sustainability category focus area selected, you will identify your goal and the action steps that will support you in accomplishing that goal.</li> <li>• For each action step, you will identify who is responsible for completing it, what resources you need to support completing it, the result of the action step, the due date, and the related assessment elements. You have also been given a place to track progress.</li> <li>• Once you have completed the action plan, please input responses into the electronic Word document and distribute it to the hospital system partners.</li> </ul>