

Sustainability & CBR

We all struggle with *what is next?*

We work hard to complete the research but then are challenged to find the resources to *sustain partnerships* and build on the research to *create change*

Toronto Community-Based Research Network Educational Session – May 6, 2010





1. Why did you decide to come today?
2. What does “sustainability” of CBR mean to you?



Mission

www.ccph.info

To promote health (broadly defined) through partnerships between communities and higher educational institutions





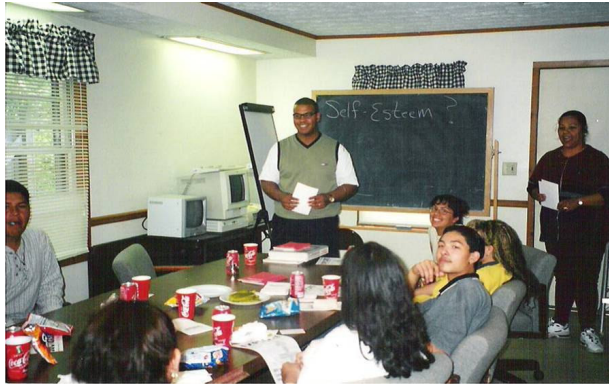
What Do We Know From Studies of Sustainability & CBPR?

Israel BA et. al. (2006) Challenges & Facilitating Factors in Sustaining CBPR Partnerships: Lessons Learned from the Detroit, New York City & Seattle Urban Research Centers. *Journal of Urban Health*, 83(6): 1022-1040.

Examining Community-Institutional Partnerships for Prevention Research Group. (2006) Building and Sustaining Community-Institutional Partnerships for Prevention Research: Findings from a National Collaborative. *J Urban Health*. 83(6): 989-1003.

The Examining Community-Institutional Partnerships for Prevention Research Group. *Developing and Sustaining Community-Based Participatory Research Partnerships: A Skill-Building Curriculum*. 2006.
www.cbprcurriculum.info

Minkler M et. al. (2008) *Promoting Healthy Public Policy through CBPR: Ten Case Studies*. University of California, Berkeley, School of Public Health and PolicyLink. www.policylink.org



Three Broad Dimensions of Sustainability

Israel BA et. al. (2006) Challenges & Facilitating Factors in Sustaining CBPR Partnerships: Lessons Learned from the Detroit, New York City & Seattle Urban Research Centers. *Journal of Urban Health*, 83(6): 1022-1040

1. Sustaining relationships and commitments among the partners involved
2. Sustaining the knowledge, capacity and values generated from the partnership
3. Sustaining funding, staff, programs, policy changes and the partnership itself.



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Sustaining relationships and commitments among the partners involved

Challenges:

- Lack of Time and Resources
- Sharing Reduced Resources
- Maintaining Morale and Energy

Facilitating Factors or Strategies for Overcoming Challenges:

- Development and Adherence to Collaborative Principles
- Combination of Structure and Flexibility in Rules Governing Partnerships
- Long-term Commitment and “Right People Around the Table”
- Champions
- Building New Relationships
- Clear Community Benefit



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Sustaining the knowledge, capacity and values generated from the partnership

Challenges:

- Limited Time and Resources
- Lack of Broader Awareness of CBPR

Facilitating Factors:

- Collaboration Principles and Critical Self-reflection
- Power Through Organizational Affiliation
- Ongoing Institutional and Organizational Structures
- Recognition of Community Knowledge and Skills



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Sustaining funding, staff, programs, policy changes and the partnership itself

Challenges:

- Funding of Infrastructure for CBPR and Noncategorical Programs is Rare
- Insufficient Time to Complete Research to Translation Cycle

Facilitating Factors:

- Bridging Funds
- Institutional Base and Flexibility in Funding
- Partner Organizations Continue Programs
- Continuous Planning and Reorganization to Reflect Realities



Recommendations for Partnerships

Israel BA et. al. (2006) Challenges & Facilitating Factors in Sustaining CBPR Partnerships: Lessons Learned from the Detroit, New York City & Seattle Urban Research Centers. *Journal of Urban Health*, 83(6): 1022-1040

- Address multiple dimensions of sustainability (e.g., policies, systems change) rather than focusing exclusively on fundraising
- Develop clear and replicable principles and processes for doing CBPR
- Sustain relationships among partners (e.g., collaborative principles, well-defined partnership structures and processes, nurturing champions in partner organizations, assuring benefits to partners)
- Implement projects with clear short-term benefit to communities
- Have organizational (rather than individual) commitment to assure stability of organizational participation
- Engage senior leaders of public health, academic organizations, CBOs, local government and funders
- Base activities in an institution with the capacity and flexibility to sustain efforts through lean times
- Increase the viability of the partnership through capacity building activities (e.g., leadership development, advocacy skills, grant-writing skills)



Success Factors

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- Formed to address genuine community concern and strategic partner issues, not to get a grant
- Builds on prior positive relationships, trust
- Has structures, processes that codify sharing influence and control
- Funding is distributed equitably
- Boundary-spanning leadership
- Supportive partner policies and reward structures
- Tangible benefits to all partners
- Balance between partnership process, activities and outcomes
- Culturally competent and appropriately skilled staff, researchers
- Collaborative and creative dissemination
- Ongoing assessment, improvement and celebration



10 Case Studies of CBPR Projects That Led to Policy Change

Most partnerships appeared adept at...

- Identifying or refining a problem of shared concern
- Determining how their research findings could be used to address the problem on a broader level
- Identifying potential targets and policy change approaches
- Working with allies (including policymakers) to move forward. frequent and effective use of media advocacy
- Participation in public hearings and meetings with key decision makers
- A commitment to continued engagement, sometimes well beyond a funded project



Facilitators of Effective Functioning & Outcomes

- Presence of a strong, autonomous community partner organization
- High level of mutual respect and trust among partners and an appreciation of each partner's complementary skills and resources
- Appreciation by all partners of the need for solid scientific data as a prerequisite for making the case for policy action
- Commitment to “doing your homework” – finding out what other communities have done, who holds decision-making authority, etc.
- Facility for and commitment to building strong collaborations and alliances with diverse stakeholders beyond the formal partnership
- Knowledge of and facility for attending to a variety of “steps” in the policy process – reframing issues and policy goals, identifying policy targets, finding and using windows of opportunity, effectively using the media to carry their message and pressure for change



Recommendations for Getting to Policy Change

- Build leadership and base of support for research and action by being genuinely community driven
- Use a mix of research methods: stories & statistics
- Produce high-quality research that can stand up to careful scrutiny, but make results easily accessible and highlight their policy relevance: policy briefs, short reports and “talking points,” pie charts, GIS maps, quotable quotes
- Remember that research includes not only the partnership’s original investigation but also subsequent study of the policy considerations involved
- Make sure all partners, including academics, understand that advocacy is different from “lobbying”: the activities are often more plentiful than partners believe.



Recommendations for Getting to Policy Change

- Decide on a policy goal and identify the relevant policy targets and change strategies, but always have at least one “Plan B” and be open to compromise.
- Build strong linkages with organizational allies and other stakeholders, but be strategic in your choice of partners: there are “no permanent enemies, no permanent allies.”
- Through trainings and other resources, increase partners’ understanding of policymaking and, as appropriate, of legal processes and issues. If possible, link early on with a “policy mentor
- Offer solutions to policymakers and decision makers, not just complaints
- Take advantage of partner media resources
- Recognize that policy change takes a long time, and commit to staying involved over the long haul



Unit 7: Unpacking Sustainability in CBPR Partnerships

Sarah Flicker, Robert McGranaghan and Ann-Gel Palermo

<http://www.cbprcurriculum.info>

Learning Objectives

1. Examine the multiple meanings of “sustainability” to CBPR partnerships
2. Identify the role of a participatory, formative evaluation in improving and sustaining the partnership
3. Examine factors that can help and hinder sustainability and choose which are most important to your partnership
4. Develop criteria for determining which efforts to continue
5. Learn effective strategies for weathering change
6. Understand that partnerships evolve and in some cases need to dissolve



What Does Sustainability Mean to Your Partnership?

Exercise 7.2.1., www.cbprcurriculum.info

1. Does it mean a continuing relationship and discussion among CBPR partners and organizations?
2. Does it mean continuing a program or intervention from a CBPR partnership or project?
3. Does it mean changes in a policy or system that addresses a root cause of the issue examined by a CBPR partnership or project?
4. Does it mean an increase in community capacity to conduct their own research?
5. Does it mean the sustaining of outcomes achieved by a CBPR project or intervention?
6. Does it mean sustained funding over a specified period?

For More Information



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