**Asking Others to Take on Strategies**

Just because your coalition designed and implemented a policy strategy, it may not necessarily be responsible for its long-term success or continuation. Coalitions often serve as community laboratories for testing innovative strategies; after deciding which should be continued, your coalition may conclude that another group is better suited to the task. Maybe it’s not feasible for your coalition to sustain so many strategies and activities at once, or some don’t precisely fit your criteria for continuation (see Step 5).

Spinning off strategies to other organizations that will support them in the long run is a solid sustainability goal (Goodman & Steckler, 1989). Kaiser Permanente developed a guide (see graphic below) to help decide which strategies from a funding initiative should be sustained or spun off to other organizations.

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**Healthy Communities Strategy Decision-Making Flow-Chart**

1. **What strategies are a priority to sustain?**
   - Explicit criteria:
     - consistency with vision
     - supported by evidence
     - right mix of strategies
     - right leaders/stakeholder engaged
     - other explicit criteria
   - Pending Strategies

2. **How do we sustain/evolve these strategies?**
   - For example...
     - Programs
       - Transfer demonstration programs to organizations with resources for continuation.
     - Identify new activities to demonstrate the success of policy strategies that ensure the presence of programs or services.
   - Policies to sustain environments and systems
     - Focus on enforcement, monitoring
     - Continue mobilization/education efforts
     - Ensure media or communication efforts complement policy strategies
     - Celebrate short and long-term success, recognize member contributions
     - Identify future policy strategies
   - Community capacity
     - Develop relationships and educate existing and emerging leaders
     - Develop healthy community leaders internal and external to coalition
     - Develop and strengthen partnerships, civic functions, and communication opportunities (e.g., social networks, engaging credible sources, learning and communications functions, etc.)

3. **What action do we need to take?**
   - What is the gap between where we are now and where we want to end up?
   - What will it take to get there?
   - What additional partner and community assets can be leveraged?
   - How do we structure within the coalition and within the community?
   - How will you know when you get there (i.e., key milestones)?

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Adapted from Wong, E., Norris, T., and Solomon, L. (2009). Kaiser Permanente Community Benefit v4.1