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# Sustaining Success: Building the Infrastructure for Long-Term Service Delivery

**Presented by** \_\_\_\_\_

Kristi Silva, MA, MS  
*Senior Research Associate  
Center for Applied Research Solutions*

Tina Rocha, DSW, PPSC  
*Technical Assistance Specialist  
Center for Applied Research Solutions*

*Pre-Event*



August 11, 2026

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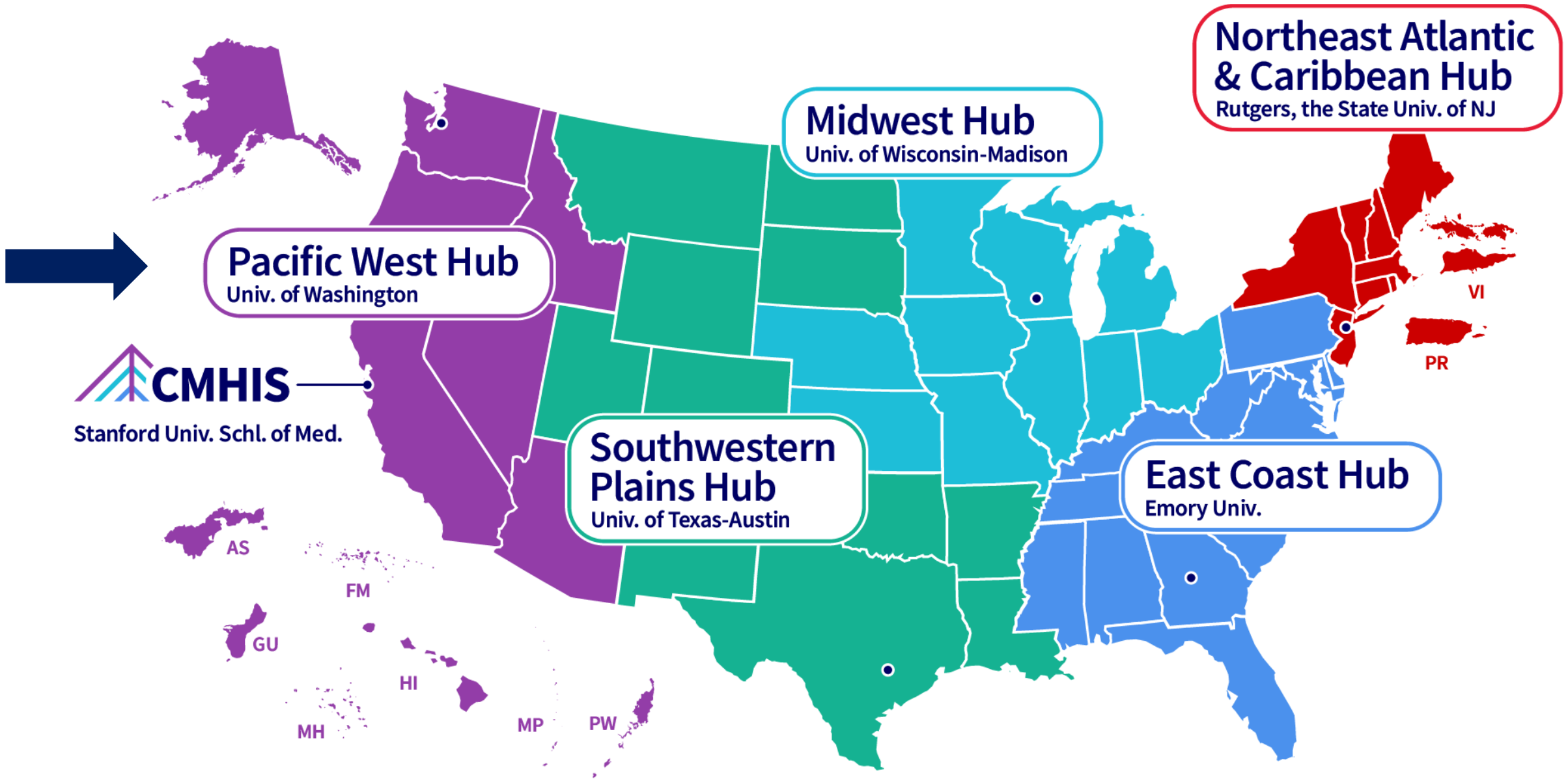
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## **Recording for Today's Session**

Please note that we are recording the didactic part of today's session. While we will not record any group discussions, the recording from today's presentation may be considered for posting on the CMHIS Learning Lab for public use and/or be made available to attendees.







**CMHIS provides support for organizations and systems on how to implement the most effective mental health care in their communities.**

### Resource Library

We are excited to announce the launch of our Resource Library. This curated collection features practical, pragmatic, and accessible resources tied to our eight core topics to support the preparation, implementation, and sustainment of effective mental health practices and programs. We will continue to populate the Resource Library over the next few weeks, so please check back for updates.

#### Search for Text

#### Year Published

#### Contributor

#### Resource Type

#### Target Audience

#### Experience Level

#### Keywords

#### Sort

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Reset



#### Factors Influencing Implementation Infographic

Published: 2025

This infographic provides an overview of factors influencing implementation, their key components, and why they matter when implementing a new effective mental health practice. The infographic...



#### Implementation Strategies Infographic

Published: 2025

This infographic provides an overview of implementation strategies, their key components, and why they matter when implementing a new effective mental health practice. The infographic...



#### Measurement-Based Care Infographic

Published: 2025

This infographic provides an overview of measurement-based care, its key components, and why it matters when implementing a new effective mental health practice. The infographic...



#### Community Engagement and Needs Assessment Infographic

Published: 2025

This infographic provides an overview of community engagement and needs assessment, their key components, and why they matter when implementing a new effective mental health practice. The infographic...



#### National Repository of Patient-Reported Outcome Measures

Published: 2025

The National Repository of Patient-Reported Outcome Measures (NPROM) was identified and vetted by a national panel of experts on Measurement-Based Care (MBC). The PROMs are...



#### Program Evaluation Infographic

Published: 2025

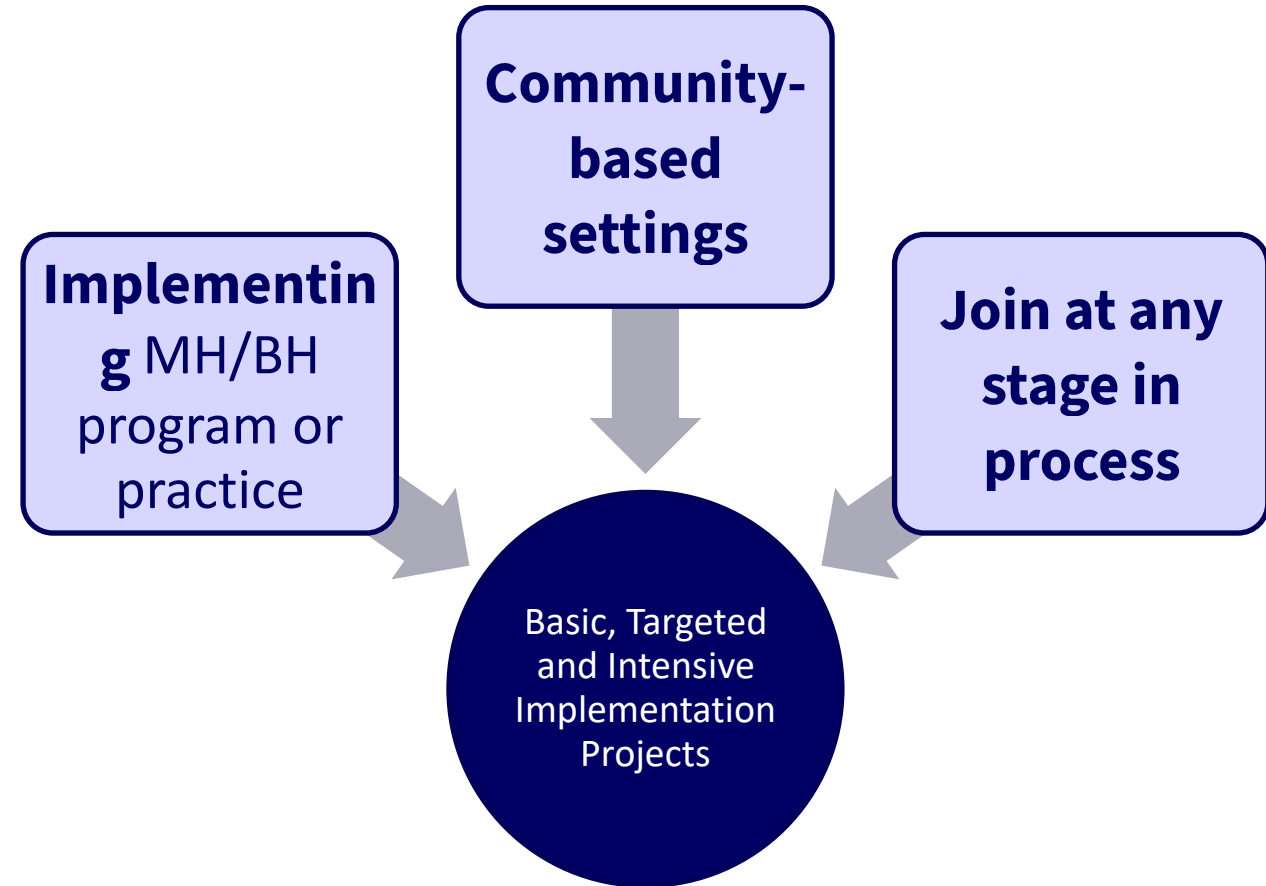
This infographic provides an overview of program evaluation, its key components, and why it matters when implementing a new effective mental health practice. The infographic...

**Preparing**

**Implementing**

**Sustaining**

- Serves HHS regions 9 and 10
- University of Washington School of Medicine
  - *Department of Psychiatry and Behavioral Sciences*
- Extensive public behavioral health, research, and clinical experience



# The work of CMHIS and the Hubs



## Events & Activities

Targeted/intensive events focused on real-world practice change.



## Consultation & Coaching

Hands-on, tailored problem-solving to help your team navigate roadblocks.



## Resources

Practical tools and guides to get started, improve quality, and sustain services.



## Online Learning

Experts at your fingertips through online courses and recorded sessions in our CMHIS Learning Lab.

Pacific West Hub  
**Mental Health  
Implementation Support**

# Meet Your Presenters

**UW Medicine**  
UNIVERSITY of WASHINGTON

DEPARTMENT OF PSYCHIATRY  
AND BEHAVIORAL SCIENCES



**Tina Rocha, DSW, PPSC & Kristi Silva, MA, MS**  
*Center for Applied Research Solutions (CARS)*

# Our Collective Agreements



## Understanding over judging.

*We engage in active listening to understand and learn with curiosity, not judgement.*

## All are welcome. Always.

*All interest, proficiency, and readiness levels are welcome in this space.*

## We respect each other.

*We show respect for each other and our shared space by committing to mindful engagement – language matters!*

## This is a protected space.

*What is shared in this space is held in trust and confidentiality.*





# **Sustaining Success: Building the Infrastructure for Long- Term Service Delivery**

# ***Sustaining Success Series:*** **A Shared Learning Journey**



## **Informational Session**

*August 11*

Establish shared understanding  
Build language & context

## **Coaching Session**

*August 18 at 2-3pm PT*

Reflect together  
Apply learning to real-world practice

# Learning Objectives



Identify key infrastructure elements that support long-term service delivery and implementation sustainment.

Recognize common sustainment risks related to staffing, funding, and operational alignment.

Describe practical approaches for embedding sustainment considerations into ongoing implementation efforts.

Identify actionable strategies to better align implementation activities with long-term operational systems.

Outline near-term steps to support sustained service delivery within their local context.

# Agenda



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- Welcome and Group Activity
- Model and Framework Domains: The Foundation of Practice
- Preparing for Coaching Session: Moving from Theory to Practice
- Reflections & Closing

# Welcome and Introductions



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In the chat, please share:

Name

Role

Organization

Something you wish to discuss/learn more about today

In one word or one emoji, please let us know what comes up for you  
when you think about “sustainability”?

# Group Activity

## Step 1 Individual Reflection

(5 Minutes)

### List:

- One current funding source supporting your program/services/organization
- One challenge your program/services/organization faces with sustainability

## Step 2 Pair Share & Comparison

(7 Minutes)

### In your small group, each briefly share:

- Your role and program/services/organization
- One funding source that supports the work
- One challenge or barrier

### Listen for:

- Similarities
- Differences
- New ideas you haven't seen before

## Step 3 Identify Shared Themes & Opportunities

(8 Minutes)

### As a group discuss:

- What sustainability approaches are common across programs/services/organizations?
- What ideas feel promising or transferable?
- Where are the biggest challenges?

At the end, identify  
**ONE promising strategy that could work for your**  
program/services/organization.



“We must shift our thinking away from short-term gain toward long-term investment and sustainability, and always have the next generations in mind with every decision we make.”

– Deb Haaland

# Sustainability Framework and Assessment Tool



The Sustainability Framework identifies a small set of organizational and contextual domains that can help build the *capacity* for maintaining a program.

<https://sustaintool.org/psat/>



# 5 Factors for Sustainability



People



Partnerships



Population



Policy



Practice

# 1. People are the Key to Sustainability

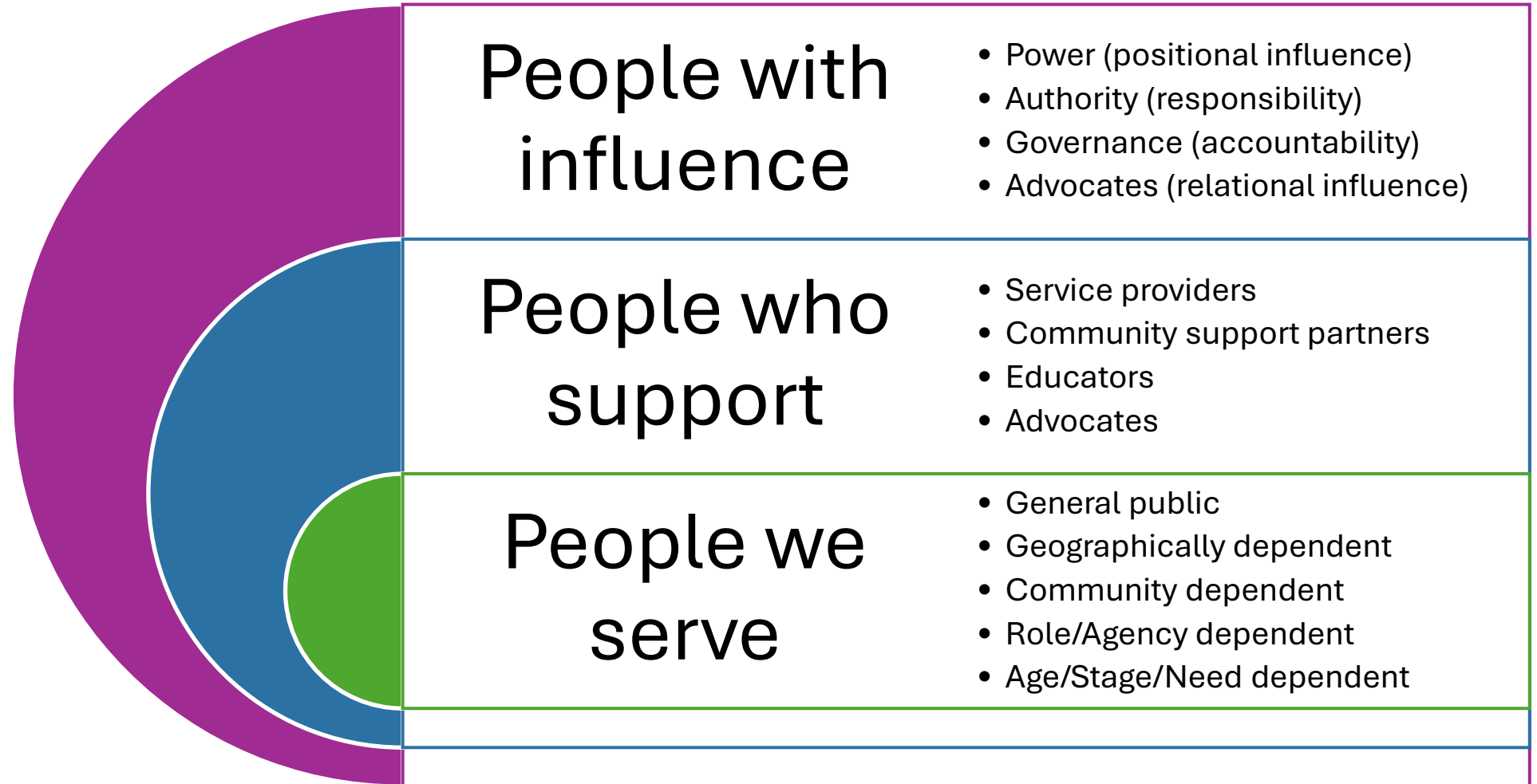
People

Partnerships

Population

Policy

Practice



# Strategies to Support People



## People with influence

- *Share data (quantitative) and stories (qualitative) to show the true impact of your work, fueling continued advocacy and investment*
- *Examples can include program highlights, spotlight stories, newsletters, and data reports to rightsholders/stakeholders at meetings, boards, conferences, and other relevant forums*

**REFLECT:** *What specific examples of data (quantitative) and stories (qualitative) do you have to share with rightsholders/stakeholders?*

# Strategies to Support People



## People who support

- *Train staff so expertise stays, even when roles shift. Building the capacity of your team allows for continuity of services, reduces staff burnout, and increases awareness of and confidence in program practices.*
- *Intentionally acknowledge the realities of provider burnout and compassion fatigue in the mental health field. This supports staff wellness and creates regular, structured opportunities for connection, reflection, and self-care.*

**REFLECT:** *What training(s)/professional development opportunities does your organization offer to team members? What staff wellness practices does your organization offer to team members?*

# Strategies to Support People



## People we serve

- *Ensure that voices and perspectives of those served are included in the development, implementation and evaluation of programs/services*
- *Engage in informal and formal perspective gathering: i.e., focus groups, surveys*
- *Create opportunities for membership and leadership: i.e., Advocate for programs, storytelling (qualitative data), peer leaders/navigators/speakers/mentors*
- *North Star guidance – ensure materials, resources and services are culturally-responsive, trauma-informed, healing-centered*

**REFLECT:** *What opportunities for perspective gathering does your organization offer to those you serve? What opportunities for membership/leadership does your organization offer to those you serve?*

## 2. Relationships are the Key to Partnerships

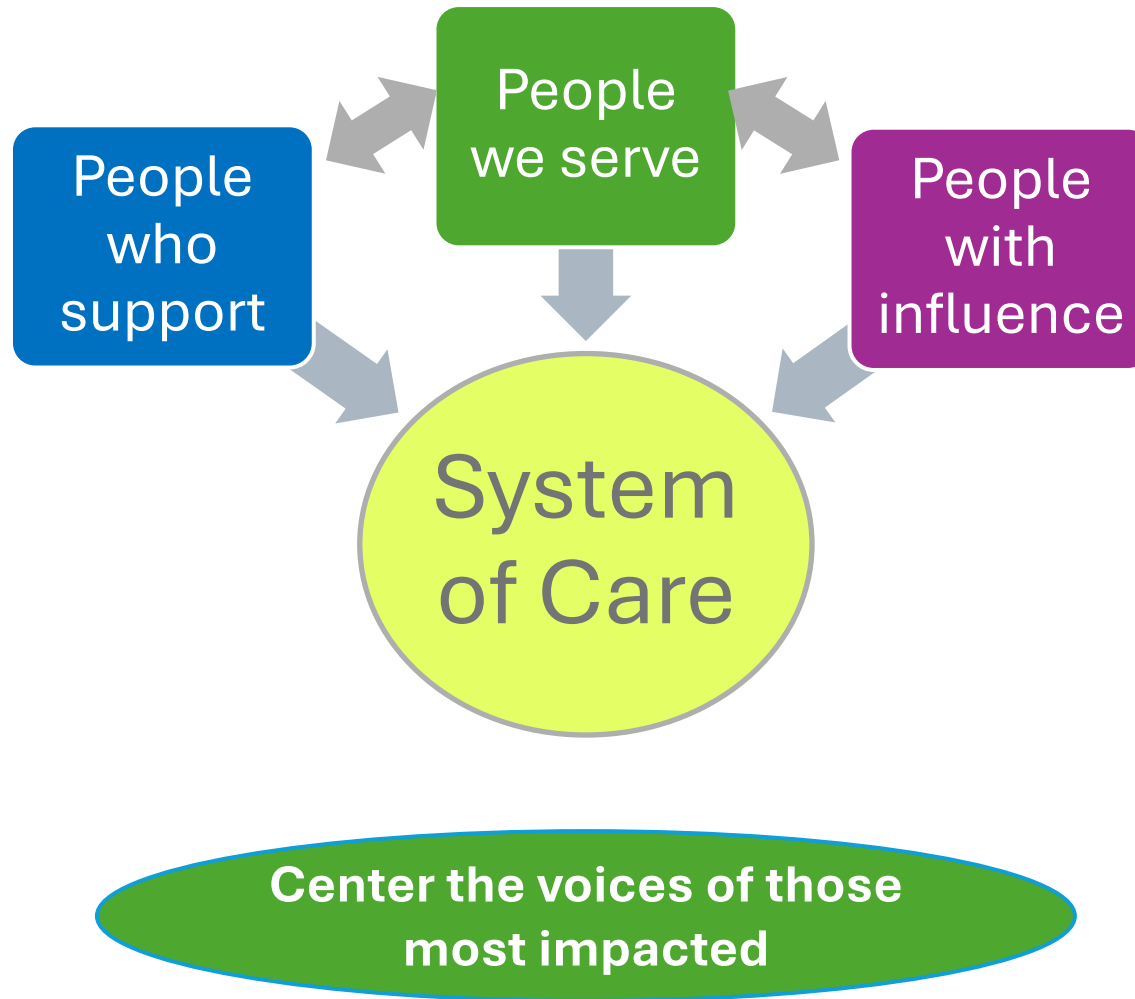
People

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Practice



### Youth & Family Partners

Partnership with youth and family-run organizations and individuals

### System Partners

Mental health; health; education; child welfare; juvenile justice; human services; Medicaid; higher education

### Community Partners

Housing; sports and recreation; faith-based; creative arts; after-school programs; cultural; tribal; and other community-based organizations

# Strategies to Partnerships

## *Opportunities in Partnerships*

| County Behavioral Health                                                                                                                                                                                                                                                                           | County Offices of Education                                                                                                                                                                                                                                                                                               | Community Based Organizations                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Access to Multidisciplinary Clinicians and Crisis Responders</li><li>• Billing Infrastructure</li><li>• Technical Assistance</li><li>• Countywide Collaboratives</li><li>• No or Low-Cost Training Opportunities</li><li>• New Funding Resources</li></ul> | <ul style="list-style-type: none"><li>• Access to Multidisciplinary Clinicians and Crisis Responders</li><li>• Countywide Collaboratives</li><li>• Resources</li><li>• Prevention Initiatives</li><li>• Youth Wellness Campaigns</li><li>• Data Sharing</li><li>• Coordinated Care</li><li>• Student Engagement</li></ul> | <ul style="list-style-type: none"><li>• Culturally Responsive Services</li><li>• Family Engagement</li><li>• Mentoring</li><li>• After-School Supports</li></ul> |

### Reflect and Share:

1. What other systems, resources, or expertise can these partnerships contribute to help sustain and expand our programs/services?
2. How can we leverage partnerships to fill gaps in services while creating a more coordinated continuum of care?

# Strategies to Partnerships



Examples of state/local agencies that should be considered included:

- Children's Mental Health
- Adult Mental Health
- Substance Abuse (treatment and prevention)
- Medicaid
- Housing
- Justice System
- Child Welfare
- Employment
- Education
- Housing
- Vocational Rehabilitation
- Early Childhood

# 3. Partnerships Prioritize Populations

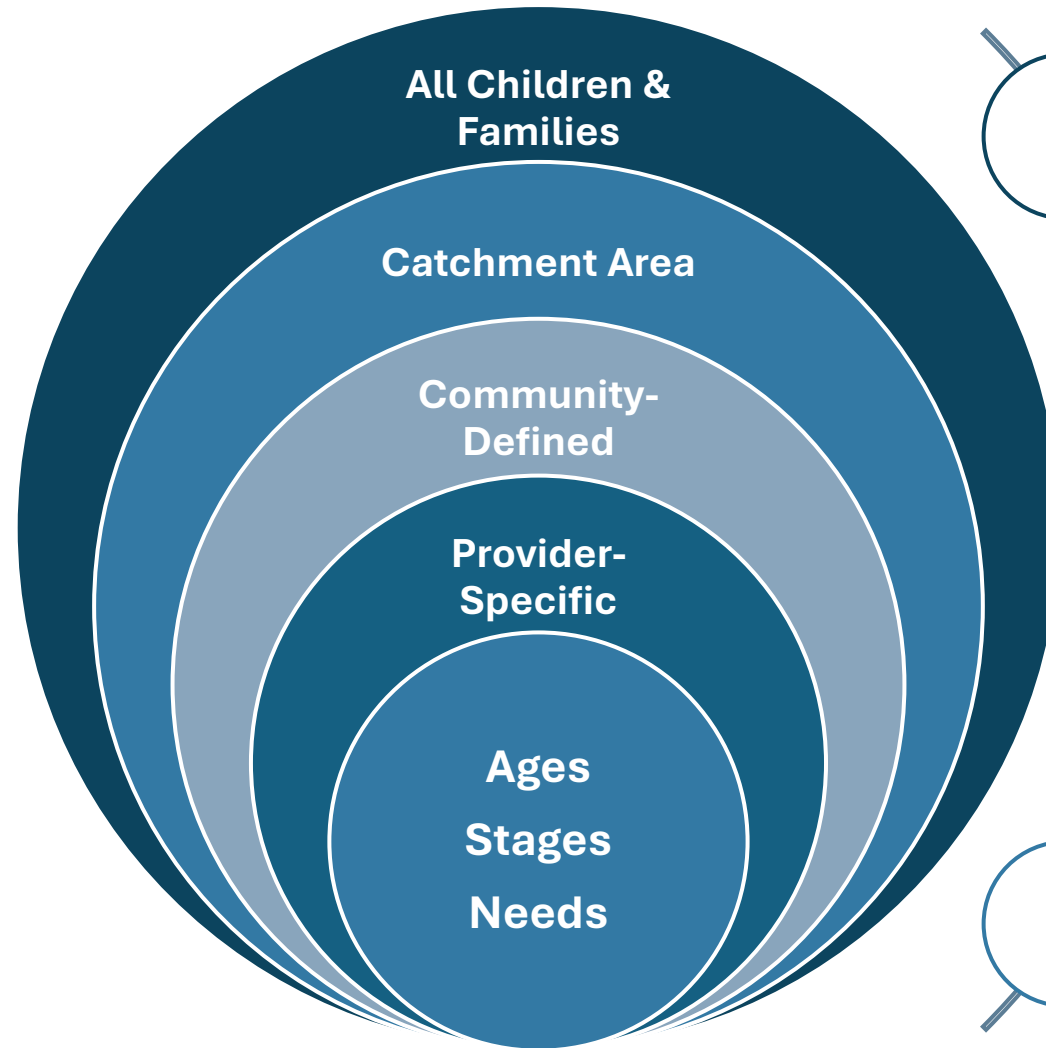
People

Partnerships

Population

Policy

Practice



Who are the children, youth, and families served in your state/county/tribe/territory?

How are services determined by location, region, or political subdivision?

How are services community-defined and culturally responsive?

How does the provider network and workforce capacity determine the availability of services?

How is eligibility for services based on age, developmental stage, diagnosis, and need?

# Strategies with Populations



*Identify the focus of your **sustainability plan** and why. Start by:*

- Identifying the children, youth and families served by your program/organization.
- Identifying the services determined by location, region, or political subdivision.
- Identifying if services are community-defined and culturally responsive.
- Identifying if services are based on provider network or capacity
- Identifying if services are based on age, developmental stage, diagnosis, or need.

# 4. Policies Demonstrate Priorities

People

Partnerships

Population

Policy

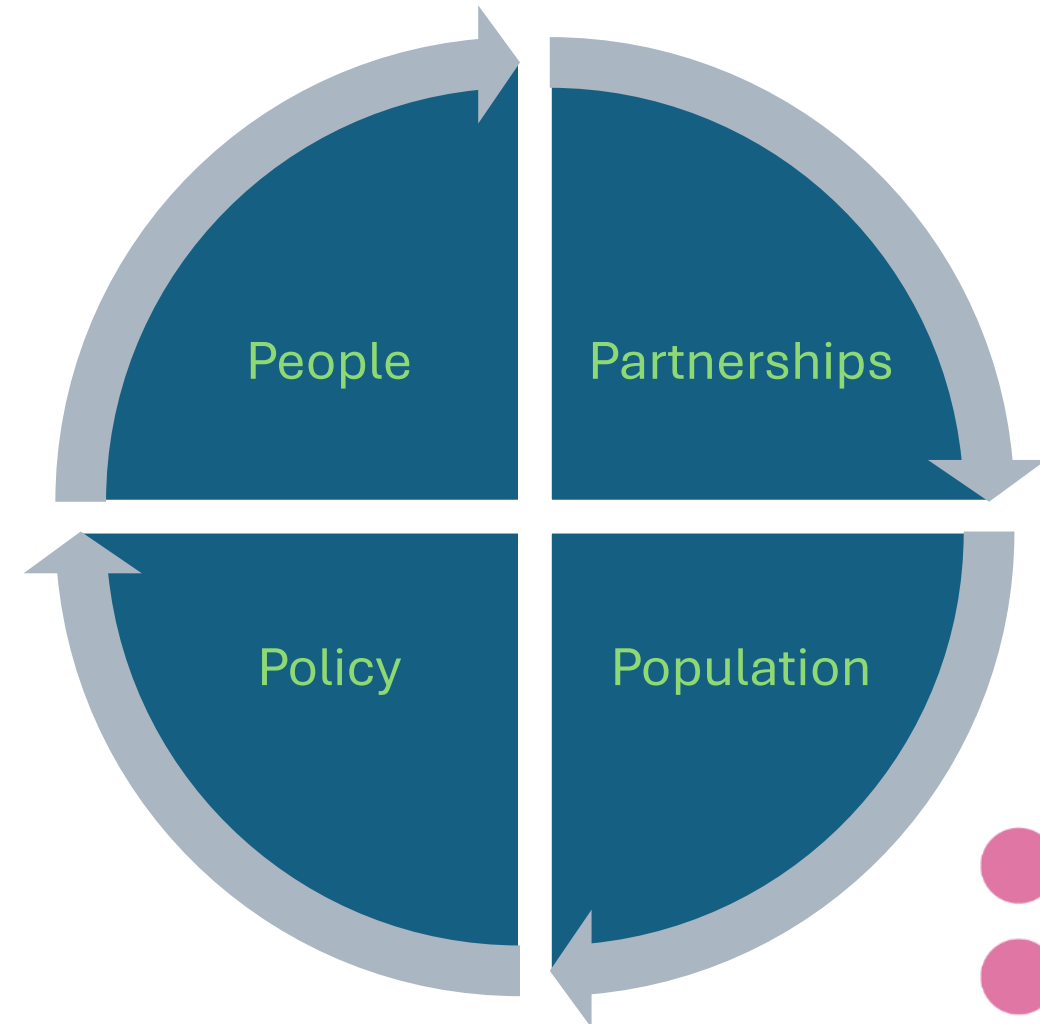
Practice

## **Key Considerations:**

*How are values and principles embedded in policy at both the system and organizational levels?*

*What existing or new funding sources or mechanisms are needed to sustain policy changes?*

*How can you ensure these policies remain stable during shifts in funding, political priorities or changes in leadership?*



# Strategies to Policy



- *Stay informed on pending and current policy impacting your programs and services. Policies can guide/reflect priorities and funding.*
- *Develop an ask for a decision-maker and make it easy for them to say ‘yes!’ and take action.*
- *Codify Practices into Policy. Formally collect, organize, and document existing practices, rules or standards into an official, systemic code, or written guidelines that are formally adopted and binding.\**

# 5. Practice is Governed by Policy

People

Partnerships

Population

Policy

Practice

## Data-Driven Decision-Making

Service  
Array

Catchment  
Area

Provider  
Network

Accessibility

Priority  
Population

Governance

Resources

Outcomes

- Adopt an adaptive sustainability plan to maintain capacity for essential services/practices.
- Embed services in durable systems and workflows.
- Demonstrate outcomes and system value.
- Distribute expertise through partnerships, peers, technology and shared infrastructure.
- Adapt the model while protecting its essential function, not necessarily original form.

# Strategies to Practice

- Prioritize CQI and program evaluation in your policies to ensure stability during shifts in funding, political priorities, or changes in leadership
- Conduct a scan of existing resources and untapped and/or underutilized sources of funding for services and supports
- Protect the function, not the original form. Consider the services and practices that are *core*, *adaptable*, and *enhancements*.

**REFLECT:** What do data-informed decision-making practices look like at your organization or in your role?



# Key Takeaways



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- **People** are at the heart of all aspects of work. Any discussion about sustainability should start with identifying the people.
- Cross-sector and community **Partnerships** are critical to the health of your program/services/organization. Especially when those partnerships center the voices of those most impacted.
- Prioritize your (multiple) **Populations** – those benefitting from your community-defined sustainability plan.
- **Policies** demonstrate our values, beliefs, and priorities.
- **Practice** = people + policy + process

# See You Next Week!



The first step in improving sustainability capacity is to build understanding of the factors that impact a program – thank you for taking this step with us today!

We hope you will join us in exploring how we put these factors and tools into practice in the **Coaching Session on Tuesday, August 18 at 2:00-3:00pm PT.**

To learn more about the eight key domains of the Sustainability Framework that can influence a program's capacity for sustainability and check out the **assessment tool**, visit [Program Sustainability Assessment Tool \(PSAT\)](#) by Center for Public Health Systems Science (CPHSS) at the Brown School at Washington University in St. Louis.

# Preparation for Coaching Session



**A 15% Solution is something you can do right now without needing any more freedom, resources, permission, authority, or control.**

**What do you see as a next step you can take?**

## **Coaching Session**

*August 18 at 2-3pm PT*

Reflect together

Apply learning to real-world practice



“We are the good news that we have been looking for,  
Demonstrating that every dusk holds a dawn disguised  
within it. Today we don’t burst into a new world.  
We begin it.”

— Amanda Gorman

# Want to Stay Connected?



SCAN ME



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<https://www.cmhisupport.org/register/>



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