A Framework for the Sustainability of Influenza Programs

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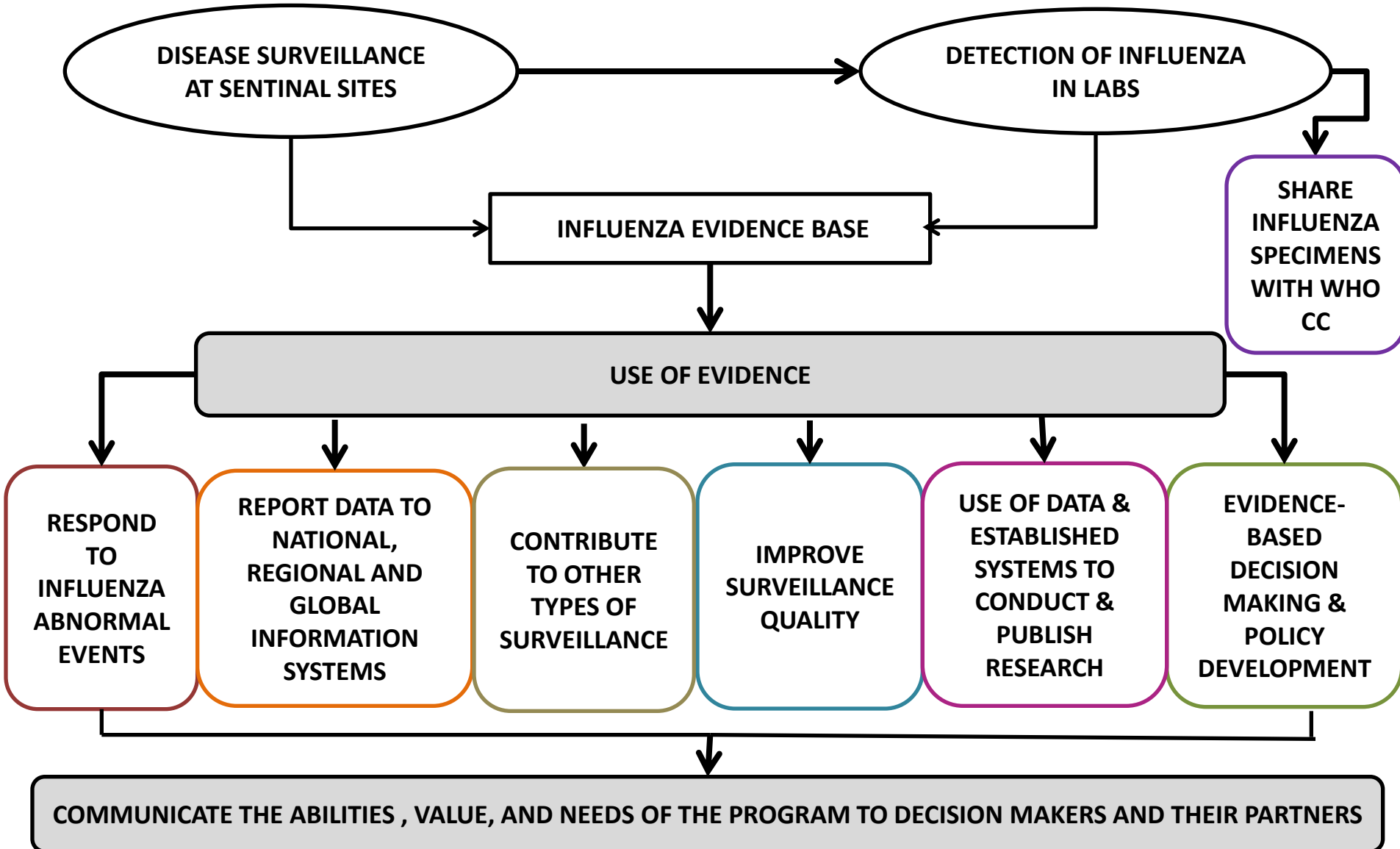Centers for Disease Control and Prevention

Sustainability Defined

A country's ongoing maintenance and support of a routine virologic and epidemiologic influenza surveillance system including the capacity to financially maintain the system.

Main objective of sustainability cooperative agreement over past 5 years

One Approach to Sustainability: Demonstrating Influenza Program Effectiveness

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DISEASE SURVEILLANCE AT SENTINAL SITES  ───►  DETECTION OF INFLUENZA IN LABS
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SHARE INFLUENZA SPECIMENS WITH WHO CC

INFLUENZA EVIDENCE BASE

USE OF EVIDENCE

- RESPOND TO INFLUENZA ABNORMAL EVENTS
- REPORT DATA TO NATIONAL, REGIONAL AND GLOBAL INFORMATION SYSTEMS
- CONTRIBUTE TO OTHER TYPES OF SURVEILLANCE
- IMPROVE SURVEILLANCE QUALITY
- USE OF DATA & ESTABLISHED SYSTEMS TO CONDUCT & PUBLISH RESEARCH
- EVIDENCE-BASED DECISION MAKING & POLICY DEVELOPMENT

COMMUNICATE THE ABILITIES , VALUE, AND NEEDS OF THE PROGRAM TO DECISION MAKERS AND THEIR PARTNERS

Sustainability Framework Components

PE   **PROGRAM EVALUATION**
Analyzing your program for effectiveness and efficiency

PC   **PROGRAM CAPACITY**
Internal resources and support needed to effectively manage your program

SP   **STRATEGIC PLANNING**
Systematic process that guides your program's direction, goals, and strategies

Co   **COMMUNICATIONS**
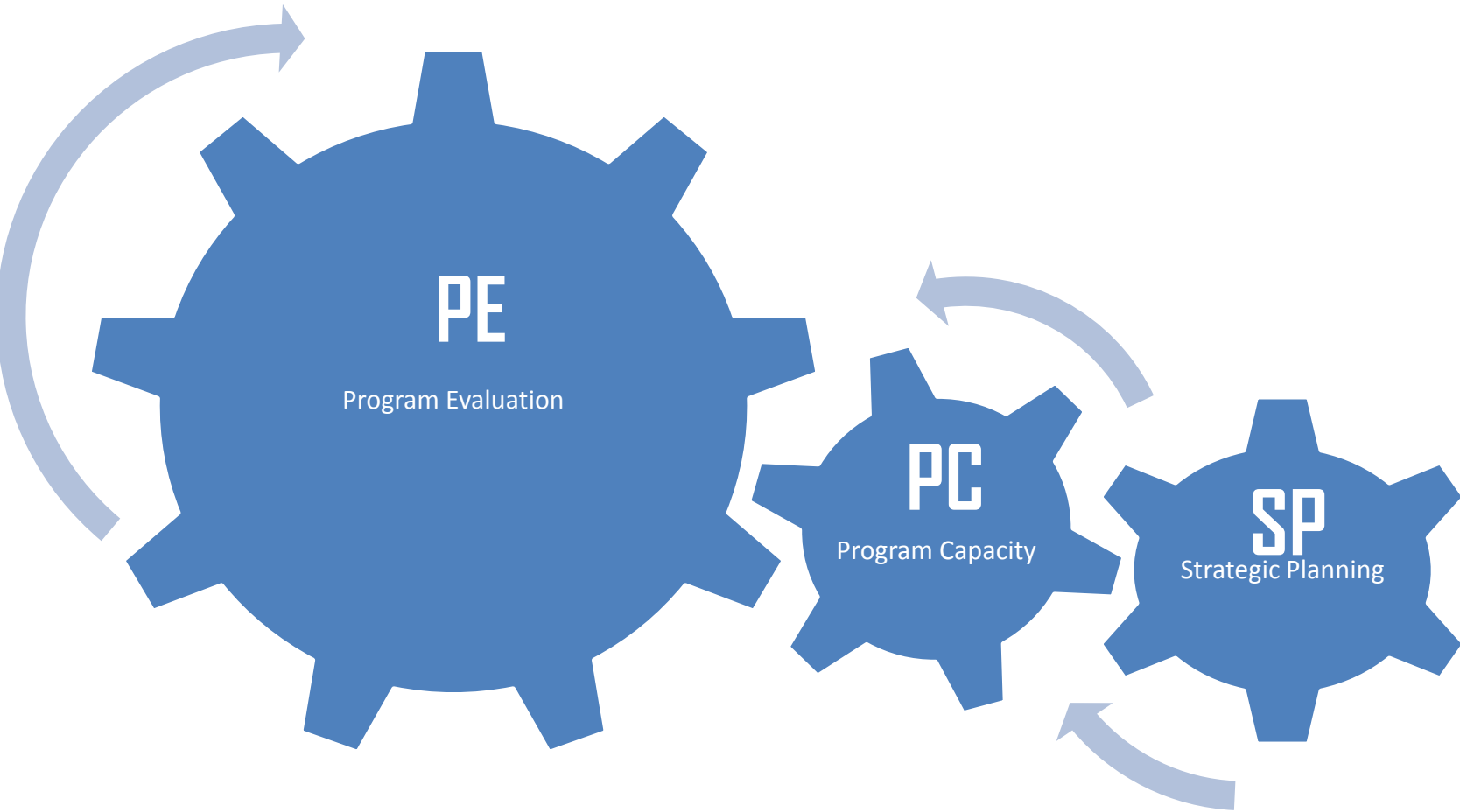*Conveying information to stakeholders and the public about your program*

F   **FUNDING**
Establishing a financial base for your program

P   **PARTNERSHIPS**
Establish and foster connections between your program and its stakeholders

Relationships Between Components

PE Program Evaluation

PC Program Capacity

SP Strategic Planning

Driver of sustainability

PROGRAM EVALUATION [PE]

Analyzing your program for effectiveness and efficiency

PE

PROGRAM EVALUATION

o Regularly using evaluation results to assess effectiveness of program components and adjusting as needed to maintain overall program strength.

o Adjusting strategies according to the current program and recommended practices.

o Collecting and sharing relevant data among program staff and partners at the local, national and global level. This includes reporting test results and demonstrating accountability to decision-makers and partners.

Questions to consider:
- *What outcomes have occurred as a result of the influenza program?*
- *To what extent might other programs be aligned with or benefit from the influenza surveillance system?*
- *Do evaluation results inform program planning and implementation?*
- *What is the value for money of the influenza program?*
- *How satisfied are influenza program stakeholders with the program?*

PROGRAM EVALUATION [PE] Examples

– Demonstrating that program benefits outweigh the costs

– Evaluating the program for innovative, sustainable methods

– Reviewing similar public health programs to find new approaches and strategies

– Evaluating the program for potential integration into another public health program

PROGRAM CAPACITY [PC]

Internal resources and support needed to effectively manage your program

PC
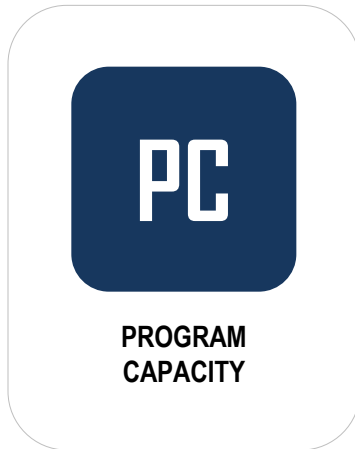
**PROGRAM
CAPACITY**

- o Locating champions within your organization.
- o Maintaining core staff with sufficient expertise to execute the essential operations of your program, sites, and laboratories.
- o Aligning your program's mission and goals with that of the larger organizational unit.
- o Identifying opportunities to share staff and physical resources across sentinel sites and laboratories.

Questions to consider:

- ➢ *Are the program's missions, goals, and objectives clearly articulated and specified?*
- ➢ *What aspects of the program are most important to sustain if it is not possible to maintain the entire program?*
- ➢ *What is needed to sustain the prioritized areas of the program?*

PROGRAM CAPACITY [PC]
Examples

– Reducing, outsourcing or using volunteer staff

– Training to enable staff to adapt to different roles

– Integrating program and activities into similar programs

– Reducing the number of sentinel sites

STRATEGIC PLANNING [SP]

Systematic process that guides your program's direction, goals, and strategies

STRATEGIC PLANNING

- o Ensuring program meets needs of stakeholders
- o Ensuring implementation plans clearly outline roles and responsibilities for program staff, stakeholders, partners, and other collaborators
- o Regularly assessing the plan and making changes as needed.
- o Achieving and/or maintaining NIC Status.

Questions to consider:

- ➢ *Are the program's goals understood by stakeholders, partners, and collaborators?*
- ➢ *Are decision makers, current & potential funders included in meetings for strategic planning*
- ➢ *What are the programs strengths, weaknesses, opportunities, and threats in terms of sustainability?*
- ➢ *What strategies would help maintain the routine surveillance system and allow continued demonstration of value for money?*
- ➢ *Is there a sustainability plan or sustainability approach integrated into program planning and management?*

STRATEGIC PLANNING [SP] Examples

– Re-defining the scope of all related services to include influenza activities

– Downsizing activities by targeting specific sub-populations of interest (youth, elderly, and pregnant women)

– Expanding ownership of the program with other similar funded programs (laboratory, preparedness and bio-terrorism programs, and respiratory activities)

– Integrating influenza surveillance into the existing National Respiratory Surveillance Program

Relationships Between Components
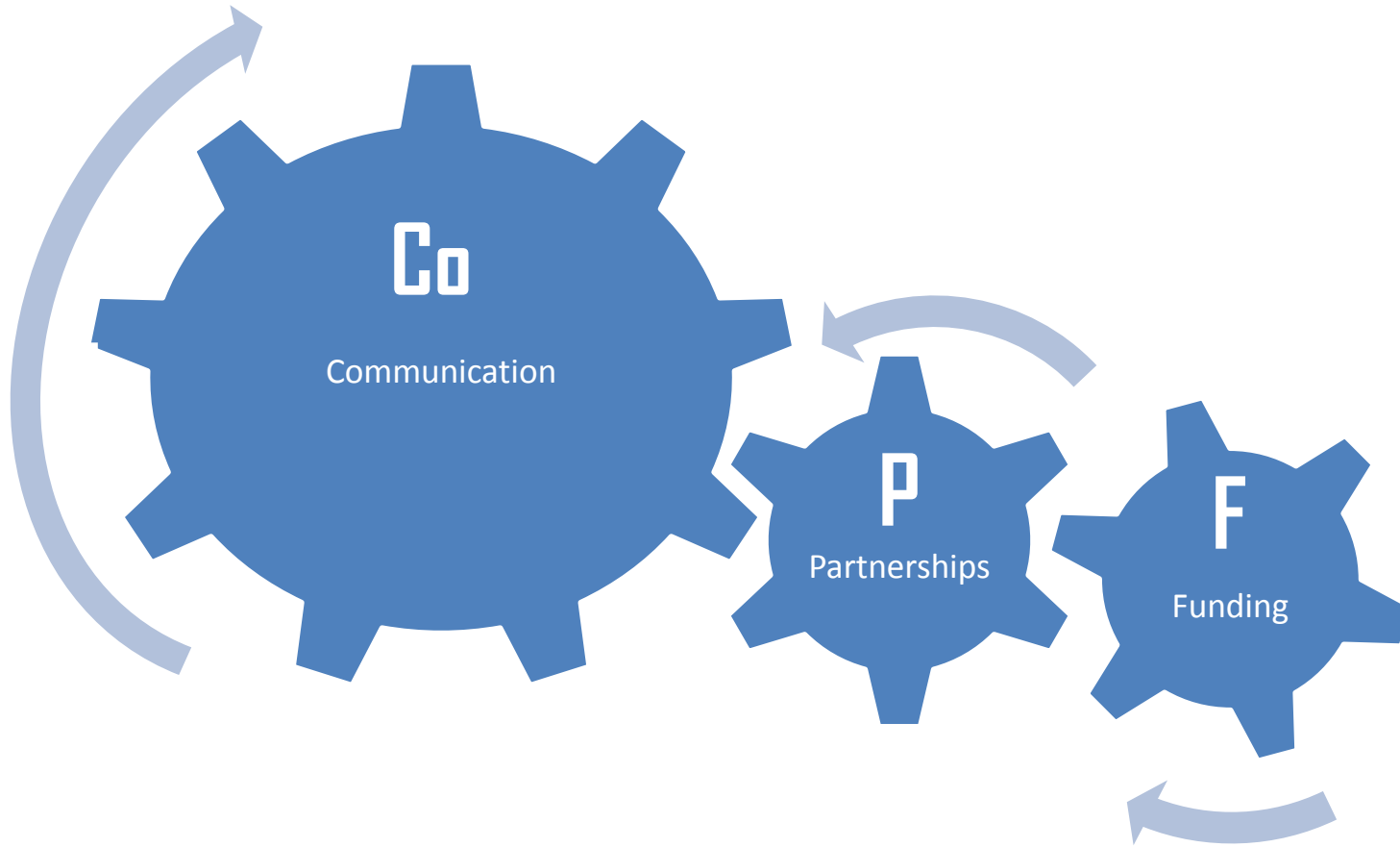
COMMUNICATIONS [Co]

Conveying information to stakeholders and the public about your program

COMMUNICATIONS

o Communicating your program's successes to policymakers, individuals, collaborators, and partners in a language that is understandable.

o Developing a communications plan that actively communicates the goals, successes, and necessity of the program to a variety of audiences.

o Developing weekly/monthly surveillance reports.

Questions to consider:

➢ *Does the program have communication strategies to generate and maintain public support?*
➢ *Does the program demonstrate its value to policymakers and the public?*
➢ *To what extent are decision makers and the public aware of what the influenza program does?*

COMMUNICATIONS [Co] Examples

– Creating demand for services at the local level through effective influenza marketing and communication campaigns

– Developing success stories that demonstrate the usefulness and effectiveness of influenza activities

– Connecting pandemic preparedness and influenza surveillance communication activities to the overall national public health communications system

– Including prevention activities from other respiratory diseases in your influenza communications program

PARTNERSHIPS [P]

Establish and foster connections between your program and its stakeholders

PARTNERSHIPS

o Identifying organizations and individuals who are not currently involved in program efforts.

o Securing political advocates that understand and promote your program.

o Identifying and implementing strategies for communicating with your Ministry, partners, collaborators, and other stakeholders on a regular basis (e.g. weekly reports, newsletters, etc.).

Questions to consider:

➢ *Are national/local leaders involved with the program?*
➢ *Is there political support from outside of the organization?*
➢ *What type of resources been leveraged from partners?*

PARTNERSHIPS [P]
Examples

– Developing a steering committee that will work towards sustaining your program (including hospitals, government agencies, health care, NGOs, etc.)

– Including other agencies that have common interests to your program (preparedness and response and bio-terrorism programs, military hospitals, laboratory programs, animal-human interface programs, etc.)

– Educating other providers (i.e. respiratory disease) on the advantages of adding influenza services

FUNDING [F]

Establishing a financial base for your program

F
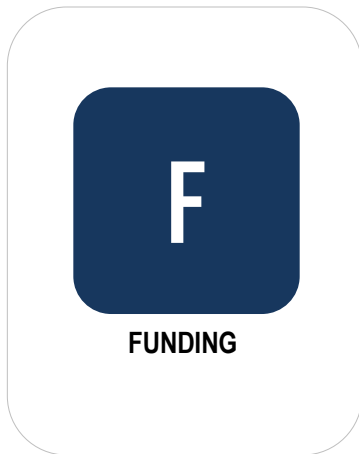
FUNDING

o Outlining both long-term and short-term goals for transitioning your portfolio of funding to other sources with a major commitment from the National government.

o Ensuring your funding plan adapts to trends, emergent funding opportunities, and unanticipated shortfalls.

o Finding innovative ways to reduce costs

o Identifying and fostering partnership opportunities well ahead of any specific funding opportunities.

Questions to consider:

➢ *Does the program exist in a supportive economic climate?*
➢ *Does the program implement policies to help ensure sustained funding?*
➢ *Does leadership (of the Institute) understand that the sustainability cooperative agreement is meant to gradually decrease CDC funding over five years?*

FUNDING [F]
Examples

– Including influenza programs into existing public health programs for resource stabilization

– Funding smaller scale projects with local resources in order to build ownership among local stakeholders

– Charging fees, reducing hours and seeking other funding opportunities

– Including institutions with similar target populations that utilize influenza services (i.e. schools, nurseries, nursing homes)

– Diversifying influenza program funding sources

Sustainability in China

Major Government Commitment for funding
Integrate into early warning/response
Increase sites 197 to 556 sentinel sites
63 to 411 provincial labs
Designated as WHO Collaobrating Center

Sustainability- Mongolia

Flu Information System
Web based, on-line, real-time reporting
data entry national wide
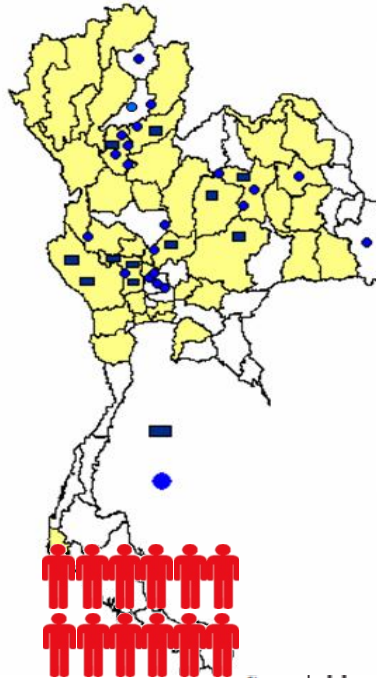Monthly audio conferences with sites through web-based Skype

Sustainability Planning-Philippines
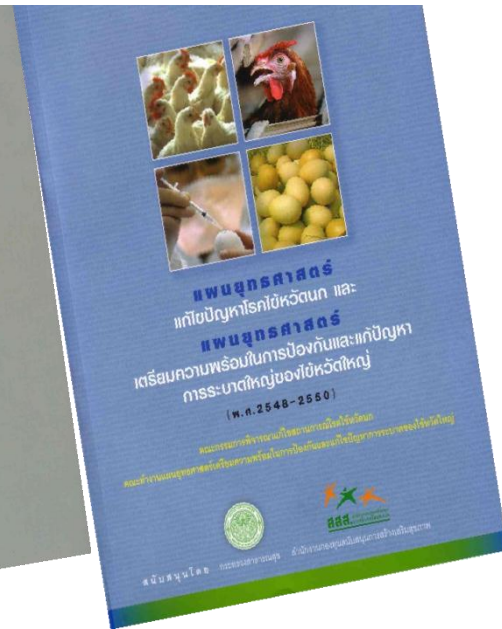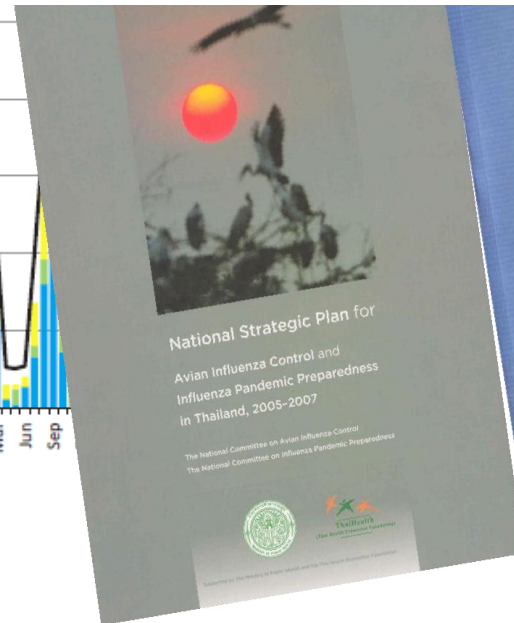

TIMELINE TO RITM-NIC SUSTAINABILITY
Refocusing the National Influenza Surveillance Towards Improved Responsiveness, Preparedness and Sustainability

Downsize sites
Enhance algorithms for testing
Regionalize lab and epi
Expand roles for IHR and integrated surveillance
Commit funds from NEC & DOH

Thailand

2004
1st round

Original Article

Influenza viruses in Thailand: 7 years of sentinel surveillance data, 2004–2010

Malinee Chittaganpitch,[a] Krongkaew Supawat,[a] Sonja J. Olsen,[b,c] Sunthareeya Waicharoen,[a] Sirima Patthamadilok,[a] Thitipong Yingyong,[d] Lynnette Brammer,[b] Scott P. Epperson,[b] Passakorn Akrasewi,[d] Pathom Sawanpanyalert[a]

Influenza A (H1N1)
Influenza A pdm (H1N1)
Influenza A (H3N2)
Influenza B
— % positive

2004–2010

National Strategic Plan for Avian Influenza Control and Influenza Pandemic Preparedness in Thailand, 2005–2007
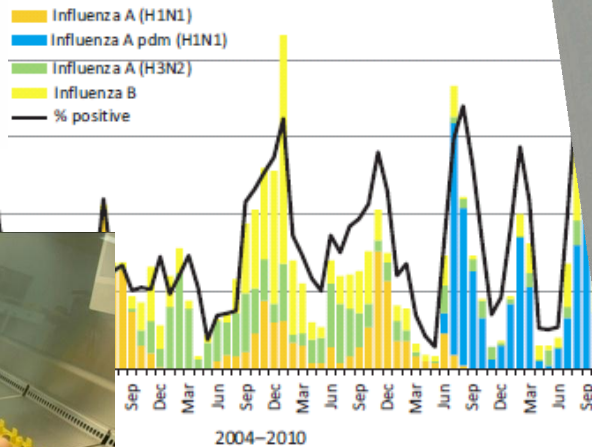
NEXT STEPS – GOING FORWARD…

How will **YOU** complete **YOUR** plan?

Suggestions…

❖ Commitments from Ministry of Health regarding financing for the Program—especially personnel

❖ Explore the possibility of integrating your program into an existing system

❖ Identify new partnership opportunities

❖ Advertise/promote the successes of your program

❖ Plan to reduce low performing sentinel sites

❖ Ensure relevant data is being collected and shared

❖ Develop a long-term financial plan

❖ Develop a timeline with specific actions
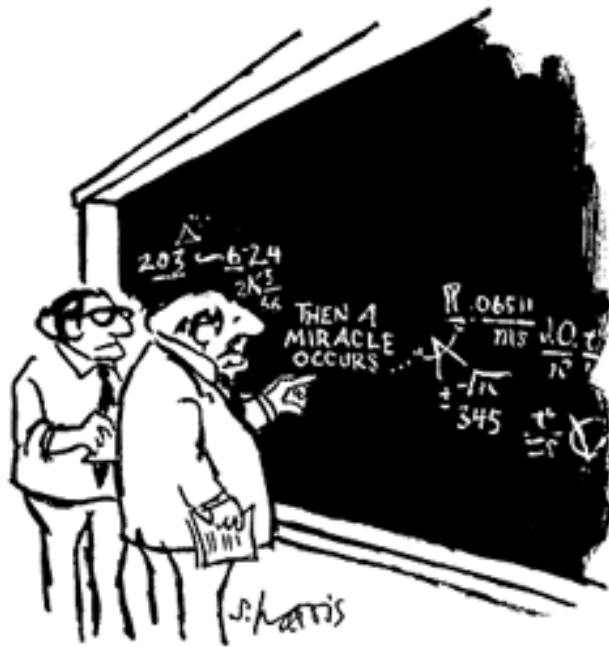
"I think you should be more explicit here in step two."

Thank you for your time.