



MISSOURI

TOBACCO PREVENTION AND CONTROL STRATEGIC PLAN

SUSTAINABILITY PLAN

2022 - 2026



A TOBACCO-FREE MISSOURI



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October 2022

This publication was supported by the National State Tobacco Control Program Cooperative Agreement awarded to the Missouri Department of Health and Senior Services by the Centers for Disease Control and Prevention. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the Centers for Disease Control and Prevention or the Department of Health and Human Services.

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Sustainability Plan

Introduction

The Centers for Disease Control and Prevention (CDC) defines program sustainability as “the ability to maintain programming and its benefits over time.” To maintain the proven benefits of a comprehensive tobacco control program, multiple factors contributing to sustainability must be addressed. The Missouri Tobacco Prevention and Control Sustainability Plan augments the 2022-2026 Missouri Tobacco Prevention and Control Strategic Plan, describing how partners can collaborate to sustain tobacco control efforts.

Process for Sustainability Plan Development

On behalf of the Missouri Tobacco Prevention and Control Program, the Emory Centers for Public Health Training and Technical Assistance coordinated an interactive, facilitated virtual sustainability planning session in February 2022. The goal of the meeting was for a small group of key partners to come to consensus on the strategies necessary to sustain tobacco control efforts in Missouri. These partners represented organizations that have invested financial resources in tobacco prevention and control and consider tobacco control a high priority.

During the meeting, background information was provided to the planning team to give context for building the plan. An overview of the Sustainability Framework developed by Washington University in St. Louis was given, describing eight key domains that are necessary for a strong, sustainable statewide initiative.⁴⁷ Relevant themes from the key informant interviews held as part of the strategic planning

process were also shared and discussed in the context of these eight domains. After reflecting on the background information presented, the sustainability planning team selected three domains on which to focus sustainability efforts:

- **Organizational Capacity:** Key informants noted that while existing tobacco control partners are doing great work, they are not always fully aligned on their efforts. There is also inadequate staffing and resources to do the work required, limiting the ability to make progress. The planning team noted that when paid staff are available, partners are able to accomplish more. They also acknowledged that there is burnout among the public health workforce in general due to COVID-19.
- **Funding Stability:** Key informants described insufficient funding/resources as a major barrier to effective comprehensive tobacco prevention and control. As of 2022, Missouri’s state tobacco control program is funded at 3.3% percent of the CDC-recommended level.⁴⁸ State policies make it challenging to secure sustained funding, and the same partners are relied on for funding. The planning team also noted that grant opportunities do not always align with larger partner priorities, and that these opportunities are often siloed (e.g., tobacco is not typically included in substance use prevention grants).
- **Communications:** Key informants shared that there is room to improve related to increasing community awareness, demonstrating value to the public, and securing and maintaining support from the public and decision-makers. The planning group agreed that there is a need to better show the positive outcomes of their efforts, such as return on investment, telling

stories, and celebrating small wins. While there is information and data available on which to build these messages, there is a lack of staff capacity (time and expertise) to implement effective communications.

Using the Sustainability Plan

This sustainability plan represents the essential elements of the partners' recommendations. High level strategies for each domain are outlined in the table below. The full sustainability plan on the following pages includes several other components, including actionable steps to implement the strategies, measures of progress, and responsible parties. As the sustainability plan is implemented, new needs will emerge that will need to be addressed through further collaborative planning.

Sustainability Plan Components

- Domain: Area that influences program capacity for sustainability.
- Strategy: The overarching approach that will be used.
- Steps to Achieve Strategy: Detailed actions to take to accomplish the strategy.
- Responsible Parties: Entity responsible for ensuring the steps are completed.
- Measurements of Progress: How completion of each step will be tracked.
- Resources Needed: Non-financial resources necessary to complete the step.
- Timeframe: Years during which the step will be in progress.

DOMAIN	STRATEGY
Organizational Capacity	<ol style="list-style-type: none"> 1. Enhance the way tobacco prevention and control partners work together. 2. Hire additional staff or contractors to further tobacco prevention and control efforts.
Funding Stability	<ol style="list-style-type: none"> 3. Diversify funding for tobacco prevention and control efforts through external grants. 4. Diversify funding for tobacco prevention and control efforts through private-public partnerships. 5. Diversify funding for tobacco prevention and control efforts by co-leveraging funding resources across the network. 6. Increase state contribution to tobacco control funding.
Communications	<ol style="list-style-type: none"> 7. Develop effective communication resources that can be shared across partners.

Priority Domain: **Organizational Capacity**

Having the internal support and resources needed to effectively manage your program and its activities

Sustainability Strategy 1: Enhance the way tobacco prevention and control partners work together

STEPS TO ACHIEVE STRATEGY	RESPONSIBLE PARTIES	SUCCESS MEASURES	RESOURCES NEEDED	TIMELINE				
				Y1	Y2	Y3	Y4	Y5
1. Search for an existing assessment tool that will help gather information about what programs and activities the various tobacco prevention and control partners across the state are working on, what resources and funding sources they have, and ideas on how to work together on efforts. Look for potential duplication of efforts and where further resources are needed.	DHSS	Assessment tool identified; if no suitable existing tool can be found, one is created to meet needs	Staff time	X				
2. Perform assessment using identified assessment tool.	DHSS	Assessment completed	Assessment tool; staff time; partner time	X				
3. Review assessment results, looking for areas of potential alignment as well as where there may be duplication of efforts.	DHSS	Brief summary report created and disseminated	Staff time	X				
4. Outline how key partners (DHSS, TFM, state planning group, etc.) function, respective roles, and determine how they can be the most mutually beneficial to each other (e.g. with data, lobbying, etc.).	DHSS	Key partner roles are clarified; relationships between DHSS, TFM and other key partners clarified with agreed upon priorities	Staff time; partner time	X				

Sustainability Strategy 1 (continued)									
STEPS TO ACHIEVE STRATEGY	RESPONSIBLE PARTIES	SUCCESS MEASURES	RESOURCES NEEDED	TIMELINE					
				Y1	Y2	Y3	Y4	Y5	
5. Develop a sense of shared vision and ownership of the Strategic Plan by actively engaging partners in implementing the state plan.	DHSS	Workgroups established around strategic plan goal areas; Workgroup meetings held on regular basis	Staff time; partner time; meeting space (virtual or in person)	X					
6. Develop processes / mechanisms to get un-stuck.	DHSS	Agreed upon processes and procedures related to decision-making and resolving disagreements developed	Staff time; partner time						
7. Set expectations for TFM Board and membership with the goal of better leveraging their time and efforts.	TFM Board	Agreed upon set of expectations, roles, responsibilities developed	TFM Board time						

Sustainability Strategy 2: Enhance collective human resource capacity to further tobacco prevention and control efforts									
STEPS TO ACHIEVE STRATEGY	RESPONSIBLE PARTIES	SUCCESS MEASURES	RESOURCES NEEDED	TIMELINE					
				Y1	Y2	Y3	Y4	Y5	
1. Perform assessment to identify current capacity and gaps that need to be filled related to major priorities. Can potentially be a part of assessment described in Sustainability Strategy 1.	DHSS	Assessment performed	Assessment tool, staff time	X					
2. Develop a plan to harness collective power to advocate for policy changes. The plan should delineate ways to ensure partners are on the same page with key issues and proactively pursue them when able to do so.	DHSS, TFM Board of Directors	Plan developed	Staff time, TFM Board time	X					

Sustainability Strategy 2 (continued)									
STEPS TO ACHIEVE STRATEGY	RESPONSIBLE PARTIES	SUCCESS MEASURES	RESOURCES NEEDED	TIMELINE					
				Y1	Y2	Y3	Y4	Y5	
3. Identify funding source for positions (see also strategies under Funding Stability domain).	TFM Board of Directors	Funding source identified for each position needed	TFM Board time	X					
4. Hire staff or contractors: Post position(s), interview candidates, select candidate(s).	TFM Board of Directors	Staff or contractors hired	Interview committee, interview questions		X				
5. Clarify staffing needs for TPCP (e.g. communications) and create job description(s). Consider whether any positions or tasks could be supported by contractors or interns rather than staff.	DHSS	Job description created for each position needed	DHSS / TPCP staff time	X					
6. Identify funding source for positions (see also strategies under Funding Stability domain).	DHSS	Funding source identified for each position needed	DHSS / TPCP staff time	X					
7. Hire staff or contractors: Post position(s), interview candidates, select candidate(s).	DHSS	Staff or contractors hired	Interview committee, interview questions, HR support		X				

Priority Domain: **Funding Stability**

Establishing a consistent financial base for your program

Sustainability Strategy 3: Diversify funding for tobacco prevention and control efforts through external grants

STEPS TO ACHIEVE STRATEGY	RESPONSIBLE PARTIES	SUCCESS MEASURES	RESOURCES NEEDED	TIMELINE				
				Y1	Y2	Y3	Y4	Y5
1. Develop a Grants Workgroup responsible for monitoring relevant grant opportunities.	TFM Board of Directors / Finance Committee DHSS	Grants Workgroup formalized	TFM and DHSS staff time	X				
2. Develop system for tracking and disseminating grant opportunities and coordinating among potential applicants to encourage partnering (vs. competing) when applicable.	Grants Workgroup	System developed with clear processes, roles, and responsibilities	Grants Workgroup member time	X				
3. Articulate priorities to guide which grants to pursue.	Grants Workgroup	List of grant funding priorities created	Grants Workgroup member time	X		X		X
4. Identify relevant grant opportunities that support priority areas, and share with partners that could apply for the grants. Encourage coordination among partners when applicable.	Grants Workgroup	Identify X # of grant opportunities per year	Contact list Grants Workgroup member time		X	X	X	X

Sustainability Strategy 3 (continued)									
STEPS TO ACHIEVE STRATEGY	RESPONSIBLE PARTIES	SUCCESS MEASURES	RESOURCES NEEDED	TIMELINE					
				Y1	Y2	Y3	Y4	Y5	
5. Write and submit grant application(s).	TBD, depends on funding source/project	Apply for X# of grants per year	Grant writing support from organizations like Missouri Foundation for Health, Health Forward Foundation		X	X	X		X
6. Engage additional tobacco researchers with TFM and DHSS to build network.	Grants Workgroup Other partners as appropriate	Engage X# of new research partners per year	Grants Workgroup member time		X	X	X		X

Sustainability Strategy 4: Diversify funding for tobacco prevention and control efforts by developing private-public partnerships									
STEPS TO ACHIEVE STRATEGY	RESPONSIBLE PARTIES	SUCCESS MEASURES	RESOURCES NEEDED	TIMELINE					
				Y1	Y2	Y3	Y4	Y5	
1. Articulate priorities in terms of concrete needs.	DHSS and other partners as appropriate	List of funding priorities created	Collated list of existing funding sources and gaps; Staff time	X		X			X
2. Pull together data/evidence to justify the needs and communicate about this (determine our “asks”).	DHSS and other partners as appropriate	Evidence and needs clarified for each funding priority	Staff time	X		X			
3. Identify private sector partners to approach who can meet these needs.	DHSS and other partners as appropriate	List of potential partners created, matched to needs / “asks”	Staff time	X		X			

Sustainability Strategy 4 (continued)									
STEPS TO ACHIEVE STRATEGY	RESPONSIBLE PARTIES	SUCCESS MEASURES	RESOURCES NEEDED	TIMELINE					
				Y1	Y2	Y3	Y4	Y5	
4. Identify how tobacco prevention and control efforts align with potential partner priorities.	DHSS and other partners as appropriate	Description of alignment created for each potential partner	Information on each potential partner's mission and priorities; Staff time	X		X			
5. Create talking points specific to each potential partner.	DHSS and other partners as appropriate	Specific talking points created for each potential partner	List of partners and asks; Description of alignment; Staff time	X		X			
6. Approach potential private sector partners.	DHSS or other partners as appropriate	X# of potential partners contacted	Contact information for potential partners		X		X		
7. Work with willing private sector partners on exact terms of agreement.	DHSS or other partners as appropriate	X# of partners agree to provide support	MOUs or other similar agreement		X		X		
8. Implement work as agreed-upon.	New partners	Work is executed as agreed upon	Staff and partner time		X	X	X	X	X

Sustainability Strategy 5: Diversify funding for tobacco prevention and control efforts by leveraging resources across our network

STEPS TO ACHIEVE STRATEGY	RESPONSIBLE PARTIES	SUCCESS MEASURES	RESOURCES NEEDED	TIMELINE				
				Y1	Y2	Y3	Y4	Y5
1. Identify creative revenue generating activities (e.g., paid memberships, sponsorships for TFM, annual conference, etc.).	DHSS, TFM, and other partners	List of revenue-generating ideas developed	Staff time	X			X	
2. Prioritize list of revenue-generating activities.	DHSS, TFM, and other partners	1-2 ideas selected for implementation	Staff time	X			X	
3. Determine how to implement selected revenue-generating activities.	DHSS, TFM, and other partners	Implementation plan created	Staff time	X			X	
4. Implement selected revenue-generating activities.	DHSS, TFM, and other partners	Revenue-generating activity completed	Staff time		X	X	X	X
5. Consider natural connections and aligned priorities that may exist between tobacco prevention and control and partners in other relevant health fields (e.g. mental health).	DHSS, Strategic Plan Workgroups	Relevant connections identified by each Strategic Plan Workgroup	Staff time	X				
6. Meet with partners in other related health fields to identify win-win situations and resource sharing opportunities.	DHSS, Strategic Plan Workgroups	Opportunities discussed between Strategic Plan Workgroups and partners	Staff time	X				
7. Work with partners in other related health fields to plan and implement resource sharing opportunities.	DHSS, Strategic Plan Workgroups	Implementation plan created	Staff time	X	X	X	X	X

Sustainability Strategy 6: Increase state contribution to tobacco control funding

STEPS TO ACHIEVE STRATEGY	RESPONSIBLE PARTIES	SUCCESS MEASURES	RESOURCES NEEDED	TIMELINE				
				Y1	Y2	Y3	Y4	Y5
1. Articulate priorities in terms of concrete needs.	DHSS and TFM	Priorities identified	Staff time, results of assessments	X	X	X	X	X
2. Pull together data/evidence to justify the needs and communicate about this (determine our “asks”). Include data on current impact with available funds, the need, and what more could be done with more resources.	DHSS and TFM, state planning group	# of data resources (fact sheets, info briefs, infographics, etc.) developed and distributed	Staff time, data	X	X	X	X	X
3. Identify legislative champions.	TFM and state planning group	# of legislative champions identified	Staff time	X	X	X	X	X

Priority Domain: **Communications**

Strategic communication with stakeholders and the public about your program

Sustainability Strategy 7: Develop effective communication resources that can be shared across partners

STEPS TO ACHIEVE STRATEGY	RESPONSIBLE PARTIES	SUCCESS MEASURES	RESOURCES NEEDED	TIMELINE				
				Y1	Y2	Y3	Y4	Y5
1. Create messaging around topics like: the scope of the tobacco problem, links to other health conditions, tobacco disparities, and local control.	DHSS	X# of new materials developed per year	Staff time and communications expertise	X	X	X	X	X
2. Create success stories that put human faces on results.	DHSS	X# of success stories created each year	Staff time, individuals / communities willing to provide stories	X	X	X	X	X
3. Ensure diversity of regions, races, and ethnicities are represented in new communications materials.	DHSS and state planning partners	Communication materials reflective of diverse populations	Staff time, CDC MCRC and national network partners	X	X	X	X	X
4. Develop and maintain social media accounts.	DHSS and TFM	Number of social media posts per month	CDC MCRC, staff time	X	X	X	X	X
5. Create a resource inventory for all partners to use for consistent messaging.	DHSS	Resource inventory created	Staff time to create and maintain inventory	X				
6. Develop a way to keep partners informed of what is being done and what resources are available.	DHSS and TFM	System of regularly updating partners developed	Staff time	X				



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