In 2003, SAMHSA funded a cross-site team to evaluate the SBIRT program. This team included seven SBIRT sites as grantees and one Tribal Council (Cohort 1) to implement SBIRT services. The primary objective of the cross-site evaluation was to examine the sustainability of SBIRT services post-SAMHSA grant funding. Data collection methods included semi-structured telephone interviews conducted with 34 key contacts (e.g., administrators, grantee evaluators, SBIRT service providers) in six of seven Cohort 1 grantee sites. In addition, observational site visits and in-person interviews were conducted with three of the grantee sites. Qualitative analysis indicated the presence of several primary themes: program champions, funding, systemic change, and SBIRT provider model. Reported facilitators of sustained service delivery after SAMHSA funding ended included the presence of a champion to promote SBIRT services and provider buy-in, continued internal and/or external funding to support service delivery, and adaptations to the model to incorporate new research and clinical practices. These factors were key in ensuring the sustainability of SBIRT services post-SAMHSA grant funding.

**Barriers and Facilitators to Sustaining SBIRT Services Post-SAMHSA Grant Funding**

**References**

Barriers and Facilitators to Sustaining SBIRT Services Post-SAMHSA Grant Funding

**Methodology**

**Qualitative Analysis**

**Data Preparation**

- All interviews were transcribed by professional transcriptionists.
- Members of the cross-site team cleaned and reviewed transcripts, and entered them into ATLAS.ti.

**Data Coding**

- Six trained and experienced team members coded the text narrative in ATLAS.ti.
- Team members used 21 qualitative descriptive codes that were based on a deductive framework.

**Results**

**4 Primary Factors that Influence Sustainability**

<table>
<thead>
<tr>
<th>Facilitator Examples</th>
<th>Barrier Examples</th>
</tr>
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<tbody>
<tr>
<td>Champions</td>
<td>Loss of program champions due to personal changes</td>
</tr>
<tr>
<td>Funding</td>
<td>Increased service linkage</td>
</tr>
<tr>
<td>Systemic change</td>
<td>Limited treatment options and long waits for individuals who need substance abuse treatment</td>
</tr>
</tbody>
</table>

**Barriers**

- Limited funding sources
- Inability to maintain service levels
- Difficulty in finding qualified staff
- Resistance to change
- Lack of support from key stakeholders

**Facilitators**

- Strong leadership and support
- Adequate funding sources
- Effective communication and collaboration
- Continuous program evaluation

**Conclusions**

- Sustainability does not appear to be an issue with a one size fits all solution.
- Successful sites included in this sustainability study sustained their services by modifying their programs under grants to meet their specific healthcare facility needs.
- Specifically, grantee made adaptations in SBIRT components, modified their SBIRT model, accessed multiple funding sources, and worked to maximize facilitators and overcome barriers.

**In summary,** the SBIRT cross-site evaluation team found that sustainability is positively influenced by strong leadership, adequate funding, effective communication, and continuous program evaluation.