

| Strategy. | Capacity. | Sustainability.



Positioning Your Program for Sustainability



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Sustainability

- Long been an issue for non-profits and grant funded programs
- No agreement on what it means
- No “magic bullet”
- Continuous learning process

Sustainability

Programs or services continue because they are valued and draw support and resources.

Georgia Health Policy Center Focus

- Technical Assistance to more than 600 rural communities that have received grants from HRSA's Office of Rural Health Policy (ORHP)
- Literature review
- Sustainability assessment of past ORHP grantees
- Sustainability Framework[©]

Sustainability Assessment

- Assessment of 102 ORHP grantees funded in 2000, 2002, 2004
- Purposes:
 - Describe the extent that programs have been sustained post-funding
 - Identify recurrent patterns that influence likelihood of sustainability

Insights

- I. What was sustained
- II. How it was sustained
- III. Why it was sustained

What was sustained

- No set of best practices
 - Certain programs not more likely to sustain
 - No step wise process for sustainability
- Programs rarely sustained as originally conceived
 - Services are expanded
 - Services are scaled back
 - New program approach evolves

How it was sustained

- Combination of Methods
 - absorbed by partners
 - in-kind/volunteerism
 - other grants
 - third party reimbursement
 - client fees
 - government/public subsidy
 - earned income

Why it was sustained

- Dynamics that influence sustainability

WHO

WHAT

WHY

HOW

WHERE

WHEN

WHO Dynamic

- Primarily about leadership
 - Ability to engage the “right” people
 - Strategic
 - Influential
 - Create shared ownership and commitment
 - Resolve conflict

WHO Dynamic

Favorable Characteristics	Unfavorable Characteristics
Engaged leaders with strategic mindset	Partners sense struggle for control
Widespread sense of trust among partners	Lack of consistent presence by partners
Key decision makers and influencers are involved or easily accessed	Conflict left unresolved
Partners share passion and purpose for the program	Belief that each partner has own agenda first
Vision for program is shared	Partners are informed about activities not engaged in leading and planning

WHAT Dynamic

- Related to the substance of the intervention
 - Designed program demonstrates:
 - Relevance
 - Practicality
 - Value
 - Program is aligned to community context

WHAT Dynamic

Favorable Characteristics	Unfavorable Characteristics
Solution based on clear assessment of community needs	Solution only addresses symptoms and not root causes
Partners have leverage to address the problem long-term	Solution approach does not match partner and provider culture
Stakeholders benefit directly (Network)	Legal barriers – real or perceived – halt progress
Program or service has a value that others would be willing to reimburse and/or purchase	Stakeholders and potential partners do not perceive recognizable value of solution
The solution evolves and adapts as the environment changes and knowledge is acquired	Solution attempts to solve too many issues with too many small, unrelated efforts

WHY Dynamic

- About the motivation for partners to work together
 - Well-defined vision for working together
 - Shared vision and understanding of roles
 - Use HRSA grants as a means to an end versus being an end unto itself

WHY Dynamic

Favorable Characteristics	Unfavorable Characteristics
There is a clear focus to the vision	Sense of fear and desperation among partners
Efforts are aligned and prioritized to vision and goals	Many partners believe that others are just “looking for money”
Partners have formed a strong sense of group identity	Partners believe they’ve come together just to deliver on grant
Focused both on system change and meeting partner member needs	All goals and plans are short-term without alignment to a larger vision
Clear understanding of need based on evidence	Partners can not clearly explain why they are at the table

HOW Dynamic

- Relates to the way programs or networks are operationalized
 - Effective strategies employed
 - Adequate capacity built
 - Impact and value is documented and communicated

HOW Dynamic

Favorable Characteristics	Unfavorable Characteristics
Capable and skilled staff are employed to deliver solution	Sustainability is a topic of discussion late in the grant period
Impact and value is documented and communicated	Organization lacks staff capacity to fully implement solution
Partner assets are utilized to integrate program components into existing infrastructure	Spend resources on unreasonable and unwarranted overhead expenses
Focused both on system change and meeting partner member needs	Value of program is communicated only to partners
Clear understanding of need based on evidence	Coalition fails to begin with the end in mind

WHERE and WHEN Dynamic

- Factors typically beyond the control of grantees
 - The legal, social, cultural, and economic environment at the time of program implementation
 - Coincidental trends at the time of program delivery
 - Makes each situation unique and prevents application of universal best practices

WHERE and WHEN

Dynamics

Where Factors	When Factors
State policies and mandates	Economic pressures
Geography of program location	Receipt of multiple grants
Availability of technology	Length of planning
Reimbursement climate	History of working together & turnover of key staff
Organizational culture – university, FQHC, PH	Idea surfaces before its time – acceptance, technology, etc.
Hostile or competitive environment	Ability to collect timely results to demonstrate impact

Activity

- Read the case studies
- Think about your answers to the questions
- Discuss at your table
- Report out

Want to read more?

*The Dynamics of Sustainability: A Primer for Rural Health
Organizations*

http://www.raconline.org/pdf/sustain_primer508.pdf

There is More

- More than continuation of services
- Need to broaden concept of sustainability
- Long term sustainability requires an expanded view of sustainability planning

Sustainability

vs.

Sustained Impact

Sustained Impact

Long-term effects that may or may not be dependent on the continuation of a program.



Level of Impact

Direct Services

Awareness, Knowledge, Attitudes and Behaviors

Community and Health System Capacity

Policy, Systems, Environment

Sustained Impact

New Ways of Serving

- Culture changes
- Relationships
- Practice standards

Policy, Systems, Environment change

Public awareness, perceptions, and behaviors

Capacity Created

- Training
- Assets purchased or created

**POSITIONING vs.
FUNDRAISING**

Fundraising

- Predominate thought that sustainability is just a matter of finding the money
- Organizations chase grants and morph to fit the opportunity
- Ultimately, grants run dry

Positioning

- Understand why or why not organizations sustain
 - There are dynamics that influence sustainability
 - Organizations must understand these dynamics in order to position themselves for sustainability

Are you an organization that people want to support?

GHPC Sustainability Framework

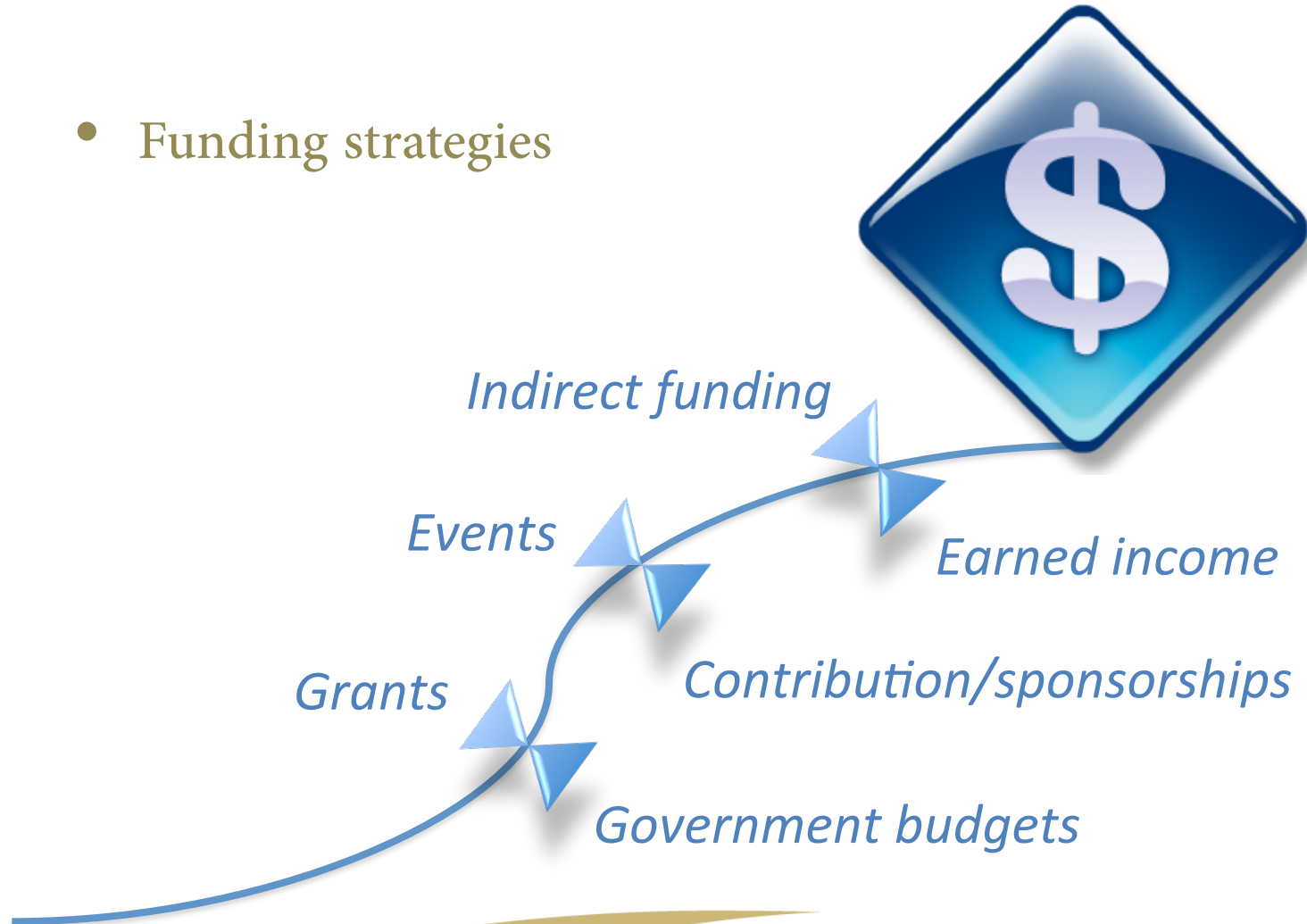
- A framework for:
 - Positioning organizations and programs for sustainability
 - Identifying resources for sustainability

GHPC Sustainability Framework



GHPC Sustainability Framework

- Funding strategies



Applying the Framework



QUESTIONS or COMMENTS?

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