



Rural Health Care Services Outreach Program



Come in and sit at a table based on
focus area of your Outreach grant
program

(see table tents @ each table)

We will get started shortly!



TIME	DESCRIPTION
9:00 – 9:30 AM	Welcome and Introductions Alexa Ofori, Outreach Program Coordinator, FORHP
9:30 – 10:15 AM	Getting Connected John Butts and Rachel Campos, Technical Assistance (TA) Provider, Georgia Health Policy Center (GHPC)
10:15 – 10:30 AM	Break
10:30 – 11:45 AM	Preparing for Sustainability Planning Tanisa Adimu, Tamanna Patel, and Amanda Phillips-Martinez, TA Provider, GHPC
11:45 – 12:00 PM	Wrap-Up and Announcements
12:00 PM	Outreach Program Breakout Meeting Adjourn



Sustainability Plan Template Outline

- **History/Background**
 - Environment Context
 - Summary of Planning Process
 - Program Description and Summary of Outcomes
 - Sustained Impact
- **Moving Forward**
 - Current Program Activities to be Continued
- **Program Structure**
 - Consortium Partners
 - Management and Staffing Structure
- **Three-Year Expense Budget Projections**
 - Budget Narrative
 - Three-Year Budget
- **Three-Year Funding Strategies**
 - Narrative
 - Funding Strategies by Activity (or Service)
- **Next Steps**
- **Partner Signatures**



RURAL HEALTH CARE SERVICES OUTREACH PROGRAM



Alexa Ofori
Program Coordinator

PROJECT OFFICERS



Sara Afayee



Patricia Burbano



Jillian Causey



Cassie Phillips



Michele Pray Gibson



MEET THE GHPC TECHNICAL ASSISTANCE TEAM



Tanisa Adimu



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Rachel Campos



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Tamanna Patel



Amanda Phillips Martinez



John Shoemaker



Coleman Tanner



Program Announcements

- NCC Due: February 1st
- PIMS Due: May 31st
- Sustainability Plan Due: July 30th



“Celebrations, Reflections, and Sustainability”

- Opportunity to network and make peer connections
- Reflect and celebrate successes to date, share lessons learned, and discuss sustainability
- Opportunity to gain insights from peers with a range of expertise and perspectives

Getting Connected

Introduce yourself by:

Name, Organization, State, &
15 second Description of Outreach
Program

Peer Interaction: Instructions

- I. Identify a table **Facilitator/Timekeeper** and a **Reporter**
- II. Reflect on your answers to the following questions, taking notes as needed.
 1. *What are you most proud of achieving at this point in your Outreach grant initiative?*
 2. *What's been a key learning, insight, or discovery from doing this work?*
 - *Complete the following - "If there was one thing I would share with others about this work, it would be"*
 3. *What are the primary strategies you are pursuing to achieve sustainability of your Outreach grant initiative?*

Peer Interaction: Instructions Continued

III. Discuss as a group, 1 question at a time

- **Facilitator** keeps time (~10 minutes per question)

IV. **Reporter** – Briefly share a top lesson learned & sustainability strategy from discussion

Time Check!



Time Check!



Time Check!





Table Report Out

*Briefly share a Lesson Learned and
Sustainability strategy from your
table discussion*

| Strategy. | Capacity. | Sustainability.



Preparing for Sustainability Planning

Rural Health Partnership Development Meeting
January 15, 2020



Objectives

- **Review** the sustainability planning **process**
- Understand the difference between **planning** for sustainability and **positioning** for sustainability
- **Describe** the “**DNA**” of programs and partnerships that sustain long term.
- Briefly review the **GHPC Sustainability Framework**©

Sustainability

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

Four questions are answered through the **Sustainability Planning** process.

- 1) **WHAT** will we do?
- 2) **WHO** do we need?
- 3) **HOW** much will it cost?
- 4) **WHERE** are the resources?

Sustainability: What

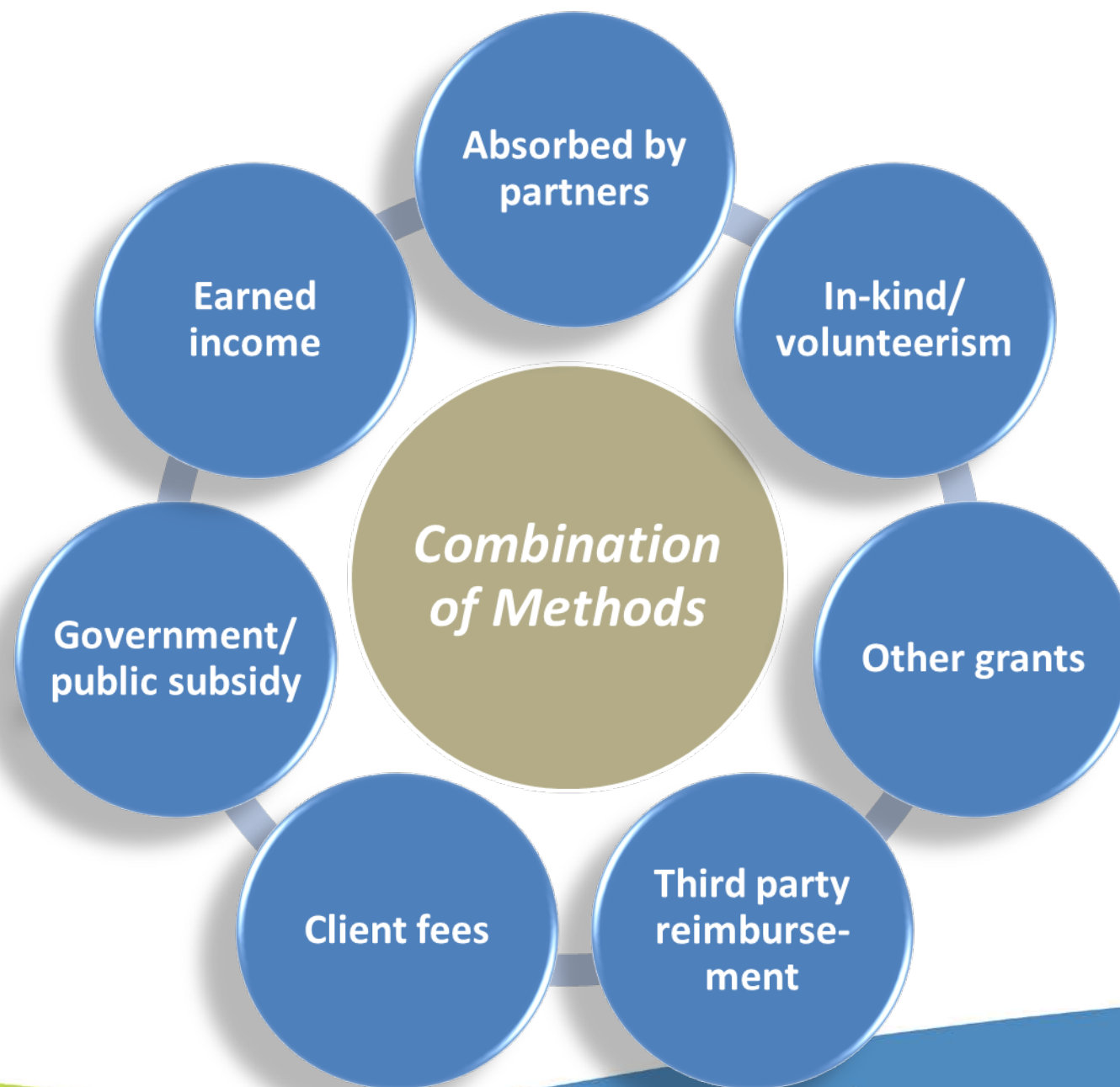
- Programs rarely sustained as originally conceived

Services are expanded

Services are scaled back

New program approach evolves

Methods of Sustaining



Developing a Sustainability Plan

- Two phases:
 1. **Pre-Planning:**
 - Gathering and organizing the cost and performance data
 2. **Sustainability planning**
 - Using what you know to chart a path forward

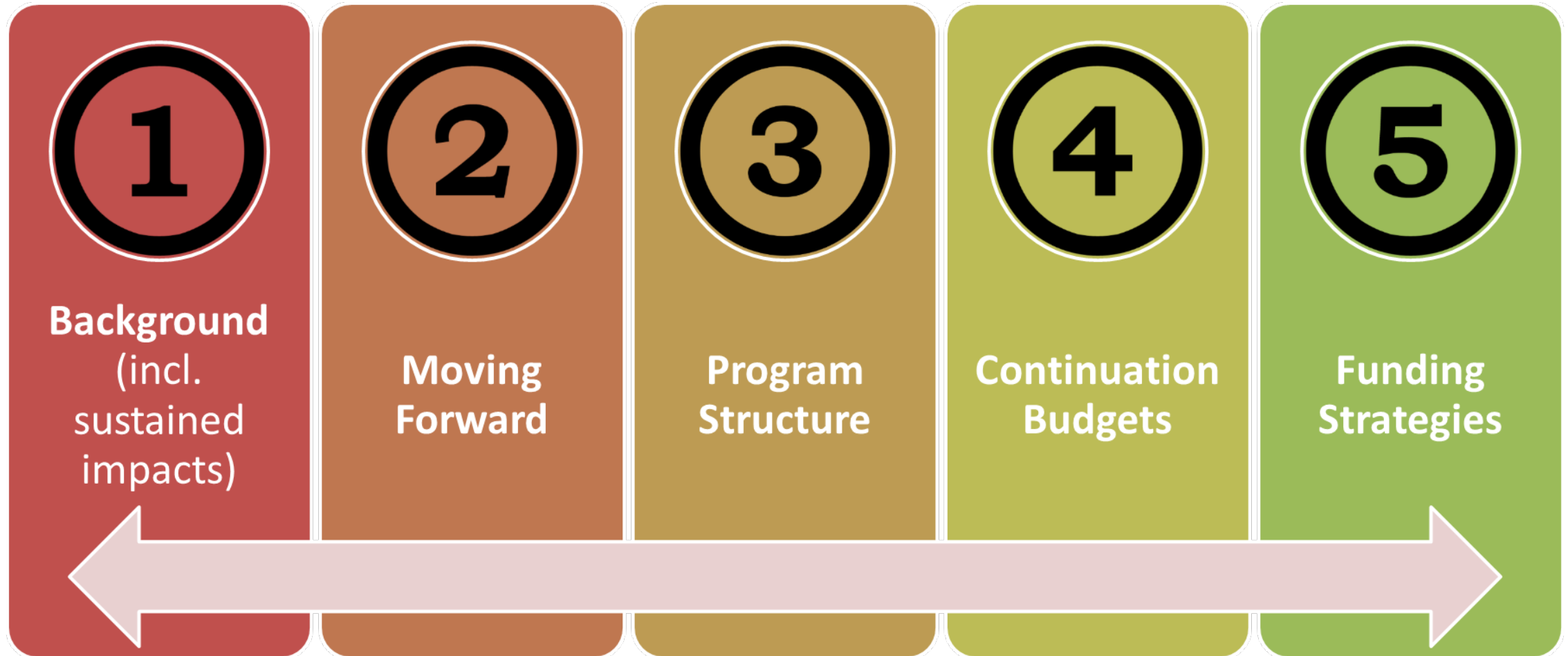


Getting Ready: Pre-planning Phase

	Activity 1	Activity 2	Activity 3
Total cost of activity	-	-	-
# of participants	-	-	-
Cost per participant	-	-	-
Evaluation results	-	-	-

Sustainability Plan Template

Due 7/30/2020



DECISION POINTS

Part I: Background

- A. Environmental Context
- B. Planning Process
- C. Program Description and Summary of Outcomes

...AND Sustained Impact

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

Sustained Impact

New Ways of Serving

- Culture changes
- Relationships
- Practice standards

Capacity Created

- Public awareness, perceptions and behaviors
- Training
- Assets purchased or created

Policy, Systems, Environment Change

Table Talk

Using the Sustainability Plan template (Part I), discuss either:

1) Changes that may impact sustainability - positively or negatively

--OR--

2) Sustained impacts that seem most relevant to your program



Part II: Moving Forward

- **Current Program Activities to be Continued**
 - Identify the activities that your consortium will continue from your Outreach grant
 - Provide justification: Why should these activities be continued?

What will we do?

- *Have we been able to **accomplish** what we planned to do?*
- *Are we having positive **outcomes**?*
- *What makes us **most proud** about what we have done?*
- *What **lessons** have we **learned**?*

What will we do?

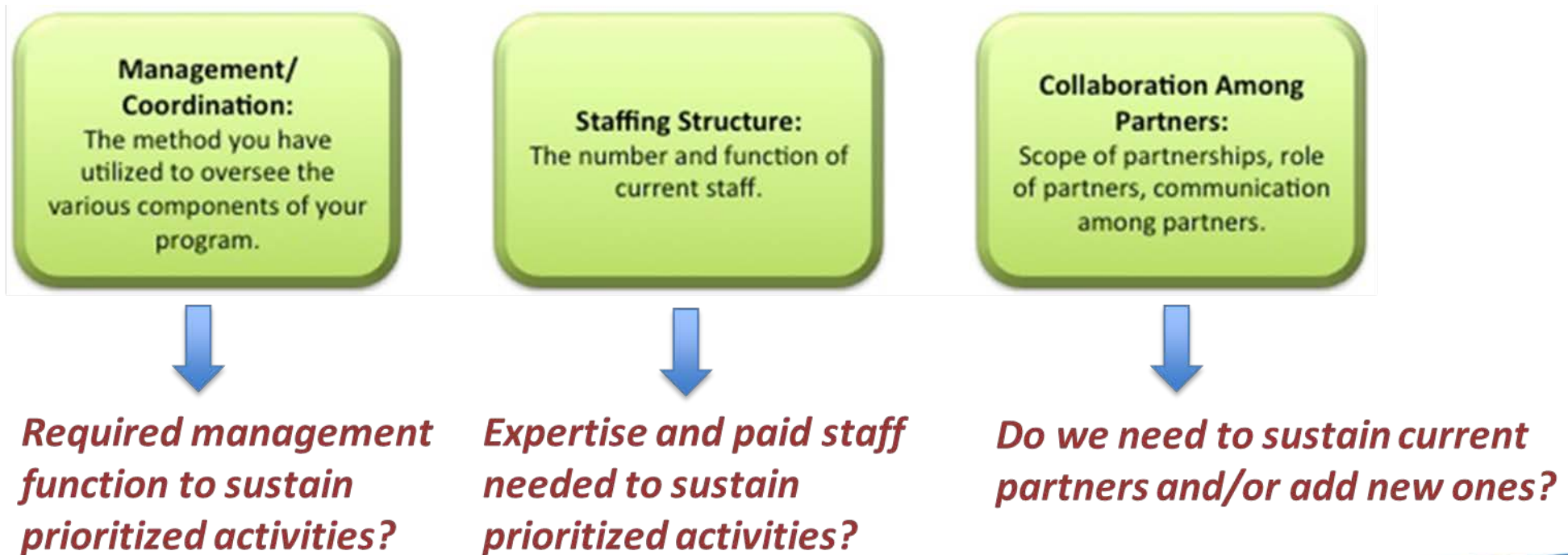
Establish criteria to *objectively* determine which program activities should continue

Part III: Program Structure

- Consortium Partners
- Staffing & Management Structure

Who do we need to move forward?

Assess three key features of your program structure:



Part IV: Continuation Budget

- Three-Year Budget Projections
- Budget Narrative

Part V: Three-Year Funding Strategies

- Description of overall funding strategies
- Funding strategies for each service or activity

Example: Three-Year Budget Projections (costs per activity)

Community Diabetes Prevention and Management Program Case Study

Activity: Self-Management Education	Year 1	Year 2	Year 3	Total
Staff	\$25,300	\$26,059	\$26,841	\$78,200
Office Space	\$1,600	\$1,600	\$1,600	\$4,800
Facility Rental	\$1,200	\$1,200	\$1,200	\$3,600
DSME Booklet	\$4,000	\$1,000	\$1,000	\$6,000
Incentives (Gym memberships)	\$2,734	\$2,733	\$2,733	\$8,200
Incentives (Other)	\$2,000	\$2,000	\$2,000	\$6,000
Food	\$1,834	\$1,833	\$1,833	\$5,500
Equipment	\$2,500	\$500	\$500	\$3,500
Supplies	\$734	\$733	\$733	\$2,200
Total Cost	\$41,902	\$37,658	\$38,440	\$118,000

Example: Three-Year Budget Projections (line items and totals)

Community Diabetes Prevention and Management Program Case Study

Line Item	Activity #1: Self- Management Education	Activity #2: Diabetes Prevention Classes	Total
Staff	\$78,200	\$69,100	\$147,300
Office Space	\$4,800	\$4,800	\$9,600
Facility Rental	\$3,600	\$3,600	\$7,200
Booklets	\$6,000	\$5,000	\$11,000
Incentives (Gym memberships)	\$8,200	\$6,700	\$14,900
Incentives (Other)	\$6,000	\$8,000	\$14,000
Food	\$5,500	\$3,200	\$8,700
Equipment	\$3,500	\$2,500	\$6,000
Supplies	\$2,200	\$1,800	\$4,000
Total Cost	\$118,000	\$104,700	\$222,700

Example: Three-Year Budget Projections (costs per activity)

Community Diabetes Prevention and Management Program Case Study

Activity: Self- Management Education	Year 1	Year 2	Year 3	Total
Staff	\$25,300	\$26,059	\$26,841	\$78,200
Office Space	\$1,600	\$1,600	\$1,600	\$4,800
Facility Rental	\$1,200	\$1,200	\$1,200	\$3,600
DSME Booklet	\$4,000	\$1,000	\$1,000	\$6,000
Incentives (Gym memberships)	\$2,734	\$2,733	\$2,733	\$8,200
Incentives (Other)	\$2,000	\$2,000	\$2,000	\$6,000
Food	\$1,834	\$1,833	\$1,833	\$5,500
Equipment	\$2,500	\$500	\$500	\$3,500
Supplies	\$734	\$733	\$733	\$2,200
Total Cost	\$41,902	\$37,658	\$38,440	\$118,000

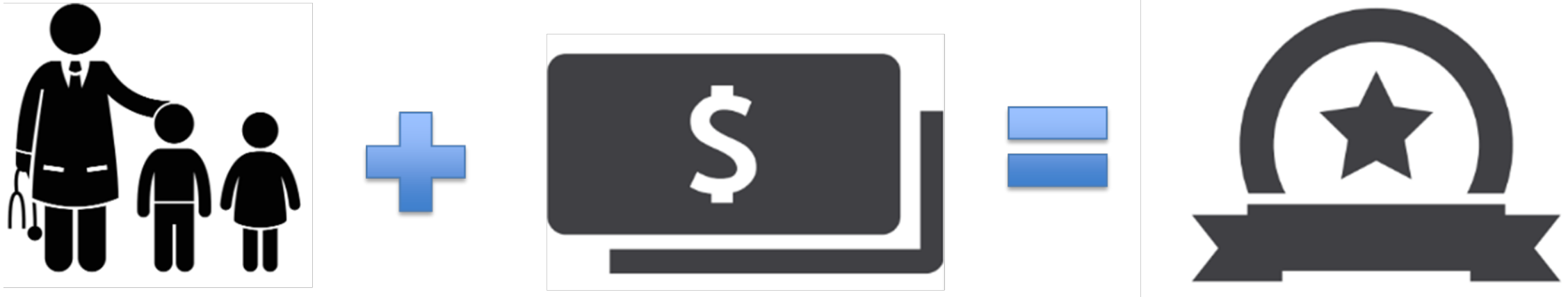
Example: Activity Budget + Funding Strategies

Community Diabetes Prevention and Management Program Case Study

Activity: Self-Management Education	Three-Year Budget	Funding Strategy
Staff	\$78,200	\$37,500 – Medicare reimbursement \$40,700 – Additional grant funds
Office Space	\$4,800	Donated by FQHC
Facility Rental	\$3,600	Donated by Health Department
DSME Booklet	\$6,000	Charged to participants
Incentives (Gym memberships)	\$8,200	Donated by YMCA
Incentives (Other)	\$6,000	Contribution from hospital
Food	\$5,500	Provided by Cooperative Extension Service
Equipment	\$3,500	Donated by YMCA
Supplies	\$2,200	Donated by FQHC
Total Cost	\$118,000	

What's Next

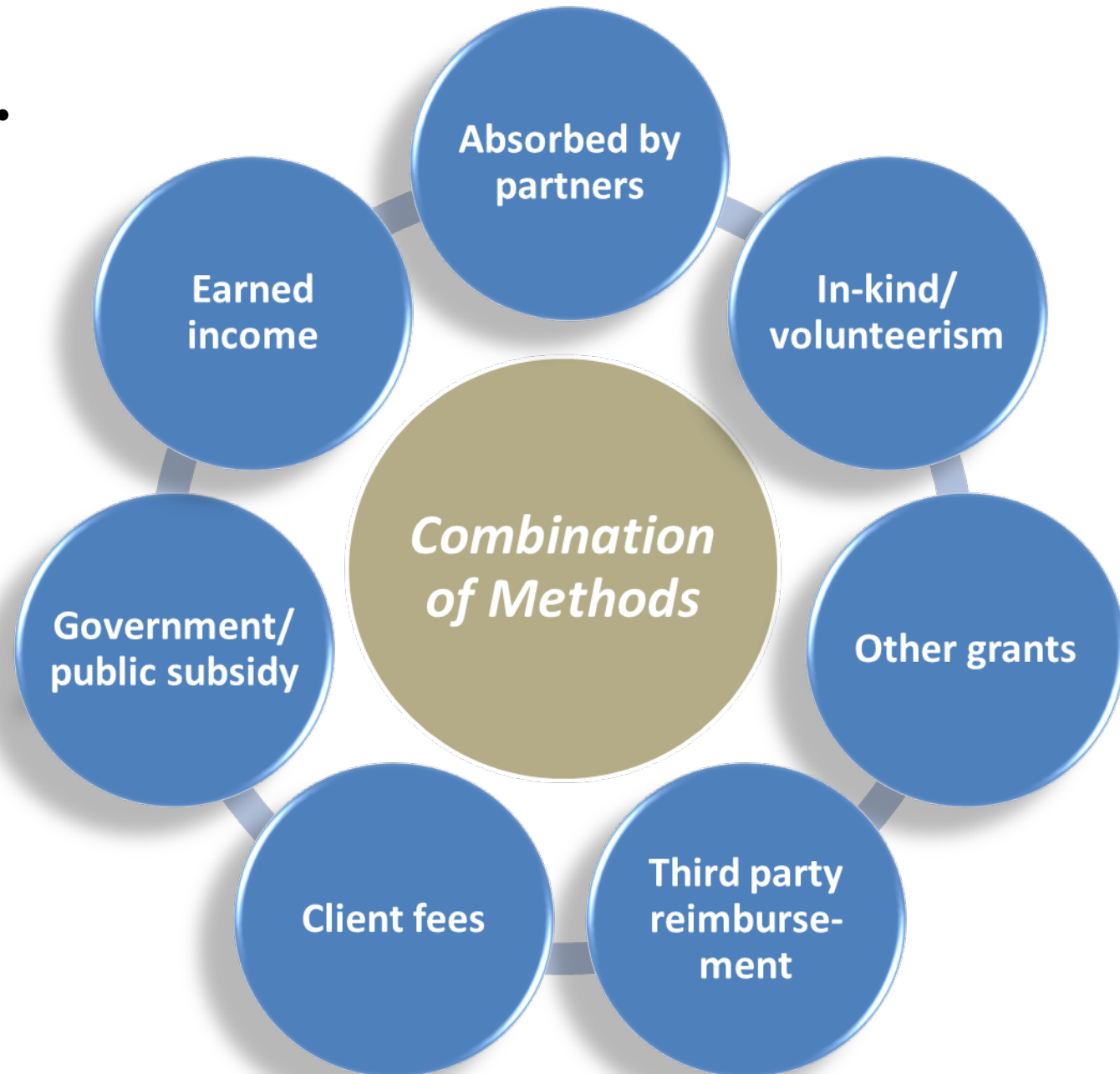
- “Get Ready” for Sustainability Planning by gathering key costs and performance data
- Support from your TA Provider
- Final plan is due July 30, 2020 in EHB



Only asking the **what**, **who** and **how much** of sustainability planning assumes a minimum bar has been met

It matters because...

- Absorption of grant-funded activities and staff is most common (by far)
- Partner support
- Other public grant funding
- Reimbursement



PLANNING VS. POSITIONING

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



The “DNA” of Programs and Partnerships that Sustain

What We Have Learned

- Literature reviews
- Sustainability Assessments of past FORHP grantees in 2009 and 2019
- Sustainability support to grantees

Challenges to Long-Term Sustainability

- Program
 - Patient engagement is difficult
 - Implementation challenges
- Organizational
 - This is more work, requiring more staff
- Partnership
 - Sorry, what are you doing again? Am I supposed to be doing something?
What's in it for me, exactly?
- Systems
 - No payment/reimbursement mechanism

WHY Did the Initiative Sustain?

What Factors Drive Sustainability?

Focus Area?

Program Approach?

Organization Type?

Resource Type?

The DNA of Sustainability

- Not driven by organizational type or focus area
- A reimbursable service helps, but it is rarely enough

“DNA” is less about fixed characteristics (e.g., organization type or program focus area) and more about behaviors and strategies

The DNA of Those Who Sustain



Leadership



Use data to show impact



Collaboration



Aligned to need **and** demand



Attuned to policy and payment context

Leadership

"We start with a pilot program or a grant, our director has found ways to sustain and keep going if we see that there's value in it, if we want to be able to help the people that we're serving in the best way that we can and try to think outside the box in how we can do that."

Collaboration

“In rural [State] when a community needs something, we pull together and we make it happen...From the very beginning, our partnership looked at it from a big picture perspective. “How can we make this work?”

Aligned with Need and Demand

It was a community planning exercise where we gathered input from participants from 45 different agencies. But once we had their input, then we followed up with research to see, 'Okay. Can we substantiate what they're telling us? We found yes, absolutely there was a huge need...

and we have seen the services being used more and more. Our patient population has grown more and more. These services set us apart and spur our growth."

Use Data to Demonstrate Impact

“We realized that we needed to track our program and do strenuous data collection. We looked at the investment into transportation - if we could get a patient to the clinic for a covered service using a taxi voucher, and we analyzed the cost of the voucher and the billable service, our ROI was 600%. So spending a little money on transportation pays us back in spades.”

Attuned to the Policy and Payment Context

We know that CHWs can save you money and get better outcomes. A CHW on staff at the FQHC, even if they are not billing for the service, they are part of helping the clinic bring in more funds because of the PCMH status. That is how we changed our tune on sustainability of CHWs with FQHCs.”

Discussion

Your reaction to the findings?

How do the findings resonate with your experience?

SO WHAT DOES THIS MEAN FOR ME?



GHPC Sustainability Framework[©]

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

GHPC Sustainability Framework[©] Continued



Positioning for Sustainability



Strategic Vision

- The organization has a clearly defined vision for what it hopes to achieve
- All those associated with the organization share the vision
- All activities are aligned with the vision

Collaboration

- Stakeholders are included in program planning and implementation
- Partners play an integral role and have a shared interest in the outcomes

Positioning for Sustainability



Leadership

- The ability to:
 - ✓ Inspire others to create and achieve a shared vision
 - ✓ Understand the relationship between short-term activities and their impact on long-term success
 - ✓ Exert influence in leveraging support and resources

Relevance & Practicality

- Approach based on clear assessment and understanding of the need
- Approach is tailored to the environment (cultural, political, economic)

Positioning for Sustainability



Evaluation/Return on Investment

- Evaluation generates data necessary to monitor and manage implementation and measure program impact
- Organization is able to demonstrate social, economic, and health benefits to the community it serves

Communication

- Organization defines perceptions, translates successes, and creates awareness through effective communication
- Information is exchanged among partners and stakeholders through structured and informal channels

Positioning for Sustainability



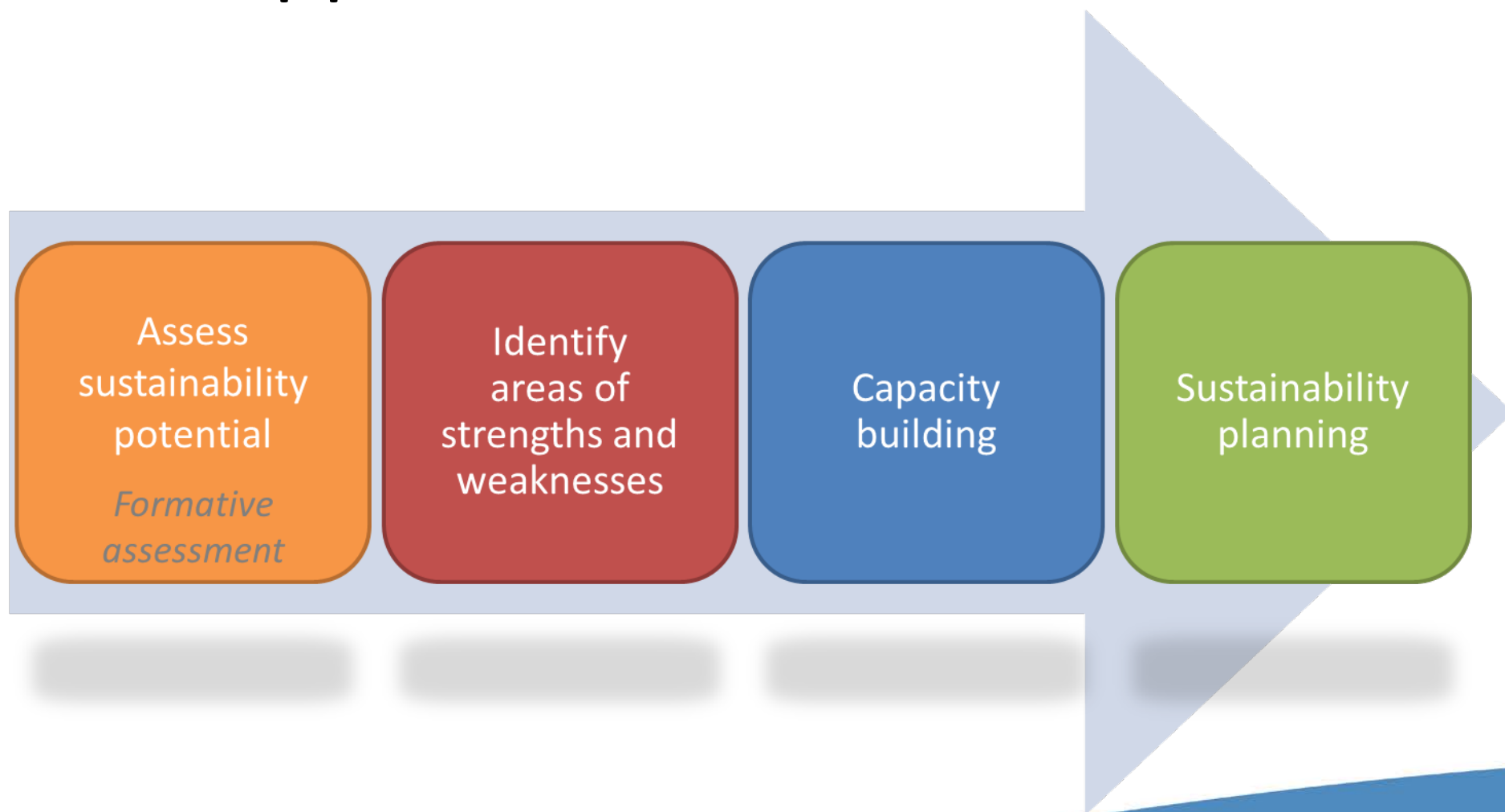
Efficiency & Effectiveness

- Organizational operations maximize the ability of those being served to participate and produce intended results
- Program approach is based on the success and challenges of similar initiatives
- Organization draws from and contributes to existing community resources

Capacity

- Program is adequately staffed by personnel with the necessary skills and knowledge
- Organization has experience with projects of similar programmatic focus or scope

Application of the Framework



Formative Assessment

- Scoring tool for subjective assessments
- Measurement of progress over time
- A good conversation starter
- Build greater understanding of the critical areas of strategy, capacity, and action necessary for sustainability
- Develop an action plan for improving your sustainability potential

Formative Assessment Tool

Collaboration	Pre-Awareness	Awareness	Interaction	Mastery
Partnerships include stakeholders necessary for the successful planning, implementation, and/or continuation of programs and services	Partnerships formed in order to fulfill funding	Partnerships based on previous relationships that may/may not be appropriate to address the problem	Partnerships assessed and expanded to include organizations that can address the problem	Partnerships include all organizations needed to strategically address the problem

Formative Assessment

- You can find the quick course here:
<https://chsdteam.talentlms.com/unit/view/id:991>
- Posted to www.ruralhealthlink.org
- Your TA Provider can help!

Table Talk

Reflecting on the “DNA” as well as the components of the Sustainability Framework and your hoped-for sustained impacts:



- What have you been doing really well in positioning for sustainability?
- What do you need to focus on in the next 3-6 months to better position your Outreach initiative for sustainability?
- What is the first step you will take when you get home?

THANK YOU

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