



Sustainability IntensiveSM

The Center works to bring the experiences of many networks over time to the *specific* situations faced by participants.

Georgia Health Policy Center's (Center) **Sustainability IntensiveSM** is designed to educate, motivate and coach health network executives to plan for the long-term viability of their organization. The **Sustainability IntensiveSM** includes workshops interwoven with site-specific technical assistance. The series augments the fundamental financial element of the Organizational Value Proposition (OVP)[®] with the clinical and societal measures health networks require to demonstrate return on investment. Participants in the **Sustainability IntensiveSM** come away with deliverables including a sustainability plan, a prospectus, and documented information from key stakeholder interviews. These deliverables are developed through a partnership between each organization and the Center.

The Center works to bring the experiences of many networks over time to the specific situations faced by participants. Technical assistance (TA) provided by the Center helps clients to clarify what is needed to move from an emerging organization into a mature sustainable non-profit enterprise that is recognized by the lives that are improved as a result of its work, its credibility in the community, and the support of investors that results in positive cash flow. This begins by establishing close working relationships built on trust and respect. A careful self-assessment of the organization is conducted with a step-by-step approach to collect information, set goals and objectives, and to articulate strategic initiatives including practical real-world benchmarks.

The Center's team of TA providers recognizes that 'one size does not fit all' and works diligently to make sure the unique characteristics of

clients are the focus of the sustainability plans that are written and adopted by the participants and their organizations. The underlying principle of this approach is that a fundable sustainability plan begins with answering key questions and doing so may require the courage to "face the brutal facts." This work can be messy and uncomfortable and even a little chaotic. It is a process of examining the past, looking toward the future, and documenting the present in order to help participants to decide which strategic initiatives to focus upon and how to set priorities that are sustainable. In addition, the sustainability planning series includes in-depth conversations about Return on Investment (ROI) and OVP[®] for discovery of and demonstration of customer value.

In 2004, the Center offered a four-part Sustainability Planning Intensive to 12 Georgia rural health networks. The Center learned that providing participants with a set of expectations, regularly reviewing these expectations and following up with an incentive for completion of tasks produced positive outcomes.

This process of incentive-based learning became the framework for the current program where cash 'rewards' are offered to participants for their adherence to: 1) attendance 2) a time line 3) participation in technical assistance, and 4) development of a sustainability plan, a prospectus, and documentation of the results of key stakeholder interviews.

The **Sustainability IntensiveSM** has two distinct areas of concentration beginning with sustainability plan development and moving logically into Resource Acquisition.

Sustainability Planning

Sustainability planning begins with the presentation of sustainability principles followed by the presentation of a template for writing the plan. This plan provides concrete direction for implementing strategic initiatives rooted in outcomes.

Initial Workshop

- i. Planning 101 – Strategic and Sustainability Plans
- ii. Site-specific Self Assessment
- iii. Integration of Self Assessment into the Sustainability Plan
- iv. Homework Assignments

Site-specific Technical Assistance

- i. On-site Consultation
- ii. Topic Specific Conference Calls

Follow-up Workshop

- i. Progress Reports
- ii. Overview of Goals
- iii. Overview of Programs
- iv. Overview of Financials
- v. Implementation
- vi. Homework Assignments

Georgia Health Policy Center, established in 1995, provides evidence-based research, program development and policy guidance on local, state and national levels to improve health status at the community level.

The center distills its qualitative and quantitative research findings to connect decision makers with the objective research and guidance needed to make informed decisions about health policy and programming.

Projects to date focus on some of the most complex policy issues facing healthcare today including public and private health insurance coverage, long-term care, children's health and community health system development.

Resource Acquisition

After the sustainability plan is written the work of acquiring the resources to accomplish the strategic initiatives outlined in the plan begins. Without human and social capital there can be no project and lives will not be changed. These resources may be in the form of donated goods and services but almost always it is about collecting money to launch a program and to build diverse long-term revenues to sustain the operation well into the future. Usually, resource acquisition for non-profits is a mix of gifts, grants, membership fees, and revenue generated from the delivery of goods and services. If the non-profit is totally grant dependent its future rests in the hands of a foundation or governmental agency that provides time-limited support. While it is recognized that grants have been exceedingly helpful to agencies working for the common good, grants are not a sufficient base of support for long term sustainability. Grants are however, an important item in resource acquisition for non-profits.

The Resource Acquisition Intensive completes the Sustainability Planning circle by helping participants to identify funding sources at the local, state, and national levels and from public and private sources. It also takes a careful look at private support from individuals and corporations. Key stakeholder interviews are conducted to help participants understand what their customers value and how to turn that value into investments. The Resource Acquisition Intensive progresses as follows

Initial intensive Workshop

- i. Resource Acquisition Overview
- ii. Developing a Prospectus
- iii. Developing a Questionnaire & Additional Materials
- iv. Mock Interviews
- v. Homework Assignments

Site-specific Technical Assistance

- i. On-site Consultation
- ii. Topic Specific Conference Calls

Follow-up Workshop

- i. Progress Reports/ Three Interviews
- ii. Ways to Improve Progress and Interviews
- iii. Overview of Annual Giving
- iv. Overview of Planned Giving
- v. Comprehensive Resource Acquisition
- vi. Best Practices

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