

# **Building Sustainability: The What, Who and How**

December 10, 2015

Washington, DC

# Objectives

*Discuss the What / Who / How of Sustainability within the following context:*

- Identify specific **sustainability goals** for your projects that must/will continue
- Identify the **value your projects and partnerships** bring to your individual stakeholders
- Develop **practical strategies** for sustaining projects and partnerships



# What Does Sustainability Mean?



# Sustainability vs Institutionalization

## Sustainability

- The process of keeping something in existence
- Providing resources necessary to survive
- Major activities will continue after grant expires

## Institutionalization

- Organizations incorporate major activities within ongoing operations and processes
- Project becomes part of organizational structure

# Sustainability = Value



- Outcomes
- Products
- Services
- Partnerships
- Relationships

# Questions to Answer

What

- What do you want to sustain?
- What needs to be institutionalized?

Who

- Who needs to be involved?
- Who needs to do the work?

How

- How do you plan for sustainability?
- How do you implement plan?

# The Michigan Story



# Nursing for Life Partners

- Blue Cross Blue Shield of Michigan Foundation
- MSU College of Nursing



# Nursing for Life: RN Career Transition

- Focus on Michigan's experienced nurses who are planning to leave/retire from active nursing practice
- Seeks to extend a nurse's career by facilitating transition to roles in growing community based settings

# What did we Sustain?

## *Nursing for Life*

- Online theory and clinical practicum program for four community settings – home care, hospice/palliative, ambulatory, long term care
- Preceptor Development workshops

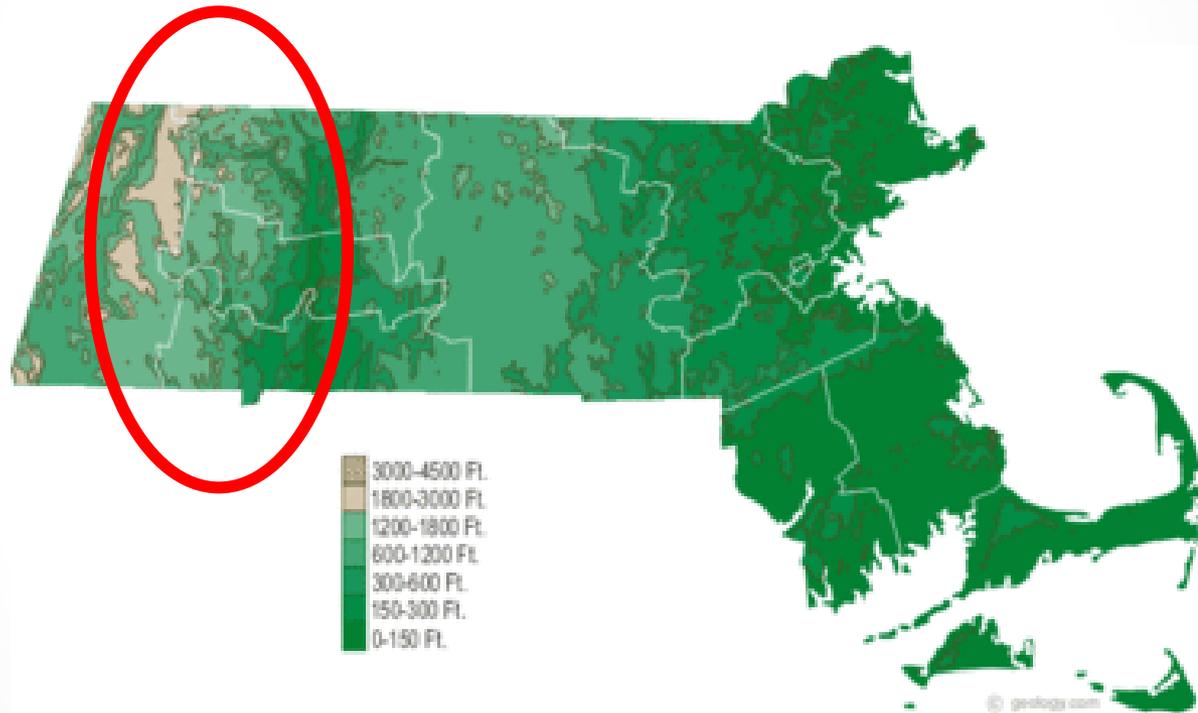
# Who did it?

- MSU CON - one of the original partners took on sustaining the program and integrated it into their professional education portfolio
- BCBSM funded two additional specialty courses

# How did we do it?

- Program was **adapted** to a tuition based professional education offering through the Professional Partnerships unit at Michigan State University College of Nursing (MSU CON)
- Preceptor development offered through MSU CON Professional Partnerships unit as a consulting service

# The Massachusetts Story



The Western Massachusetts

# Nursing Collaborative

Advancing Nursing  Addressing Critical Needs



MASSACHUSETTS  
SENIOR CARE  
FOUNDATION



The Irene E. & George A.  
Davis Foundation



HOLYOKE  
HEALTH  
CENTER

## Cooley Dickinson Hospital

 VNA & Hospice of Cooley Dickinson



ELMS  
COLLEGE



REGIONAL EMPLOYMENT BOARD  
OF HAMPDEN COUNTY, INC.  
*Your Connection to Workforce Development*



HOME CARE ALLIANCE  
of MASSACHUSETTS  
[www.thinkhomecare.org](http://www.thinkhomecare.org)



Kindred  
Healthcare



AMERICAN  
INTERNATIONAL  
COLLEGE



Commonwealth  
CARE  
alliance



Springfield Technical  
Community College

## NobleHospital



MASSACHUSETTS  
SENIOR CARE  
ASSOCIATION



Genesis HealthCare<sup>SM</sup>



Holyoke VNA  
Hospice Life Care



Jewish  
Geriatric Services, Inc.  
*Serving People of all Faiths*



CENTRAL MASSACHUSETTS  
AHEC  
AREA HEALTH EDUCATION CENTER

## UNIVERSITY OF Massachusetts Amherst



HOLYOKE  
COMMUNITY COLLEGE



GREEN  
FIELD  
STATE COLLEGE



Berkshire  
Health Systems



Baystate  
Health



Mercy  
MEDICAL CENTER



Westfield  
State College

# Partnership

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## Building a Skilled Nursing Workforce to Deliver Quality Care



- Increase supply
- Increase diversity
- Faculty development
- Seamless progression
- Transition to practice
- Partnership sustainability

# Care Transitions Education Project

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- A frontline workforce training strategy
- Equips nurses with the competencies to lead and improve patient-centered care transitions
- Focuses on reducing hospital readmissions and improving patient care
- Complements other care transition initiatives

Care Transitions Education Project

# Equipping Nurses to Lead Patient-Centered Care Transitions



MASSACHUSETTS  
SENIOR CARE  
FOUNDATION

New Interactive Training  
Curriculum Now Available

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Announcements ▼

Resources



[www.CareTransitionsEducation.org](http://www.CareTransitionsEducation.org)

# Impact Strategy

*Align Goals and Target Resources for  
Maximum Impact*



- Be inclusive
- Build on strengths
- Leverage resources
- Take the long view
- Seek early wins

# HOW: Two-Tier Model

## Regional Initiatives

*Outcomes achieved through the **partnership** as part of strategic plan implementation*

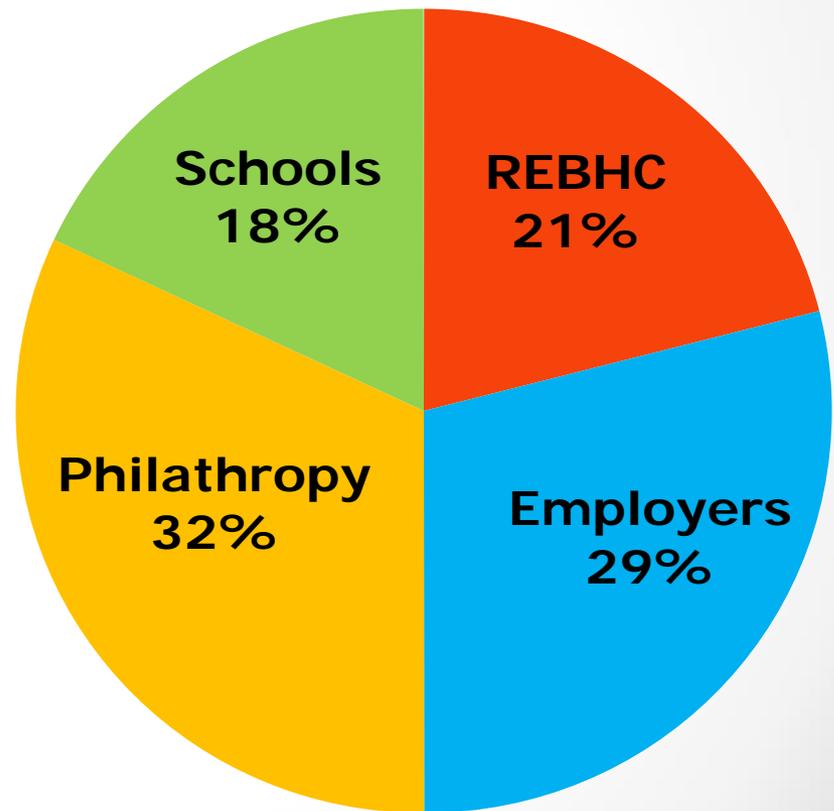
## Organizational Initiatives

*Outcomes achieved by **individual organizations** in alignment with strategic plan*

# Co-Investment Model

- Partners co-invest  
~\$100,000 each year
- Secure grants  
whenever possible
- \$3.3MM  
invested/secured  
since 2006
- Over \$6MM in  
leveraged funds

**FY14 Co-Investments**



# What to Sustain?

# The What

What will the project and partnership look like in two years?



# The What

- What elements of your projects and partnerships will you sustain?
- What is the collective impact of your project?
- What intended and unintended outcomes have resulted from your work?
- What supportive structures and processes need to continue?



# The What

- What level of participation and leadership is needed?
- What resources (financial and otherwise) are needed?
- What level of ongoing commitment is needed?

**Who** will Sustain the  
Work?

# Building Blocks of Sustainability

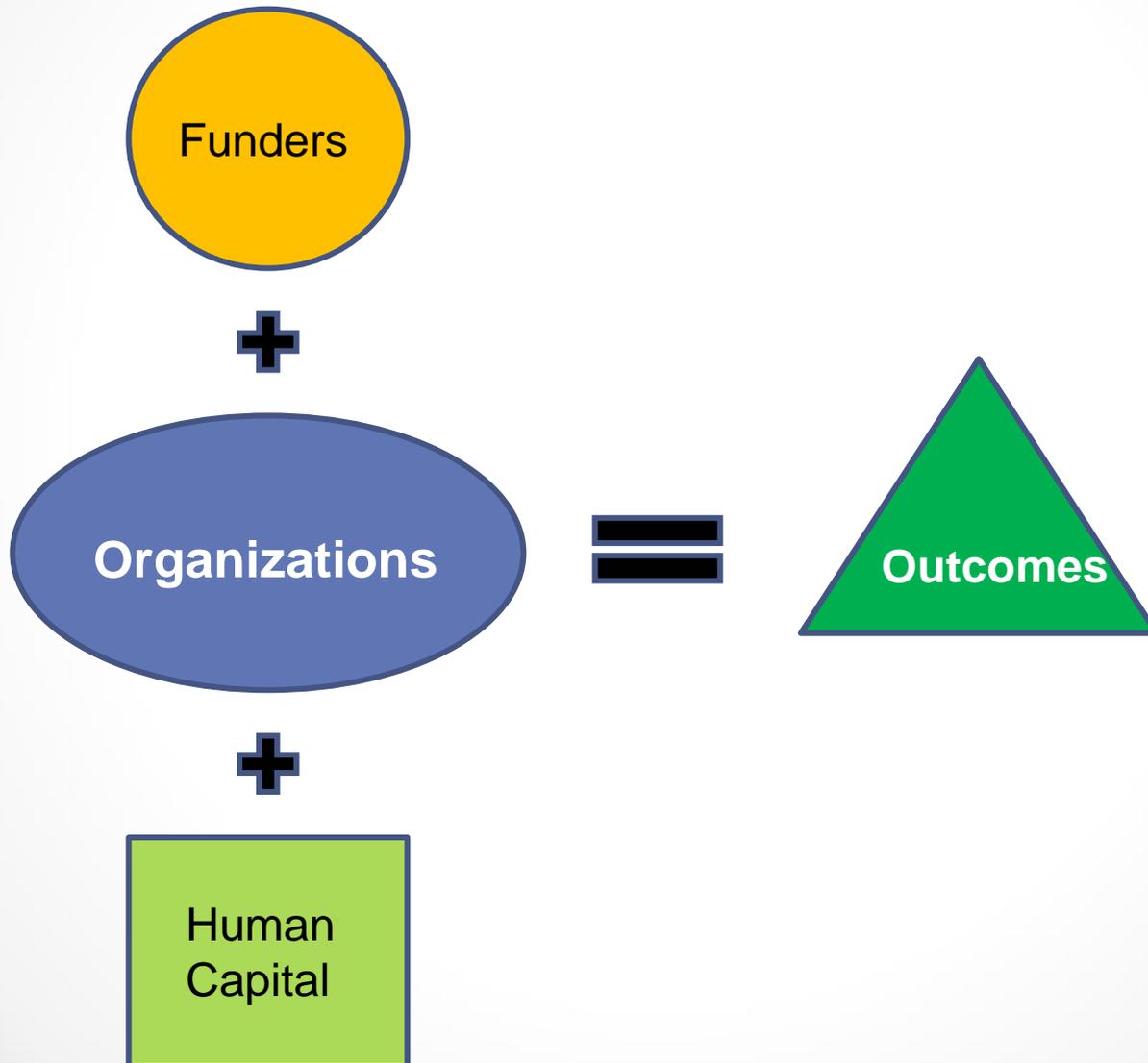
- Funders
- Organizations
- Human Capital



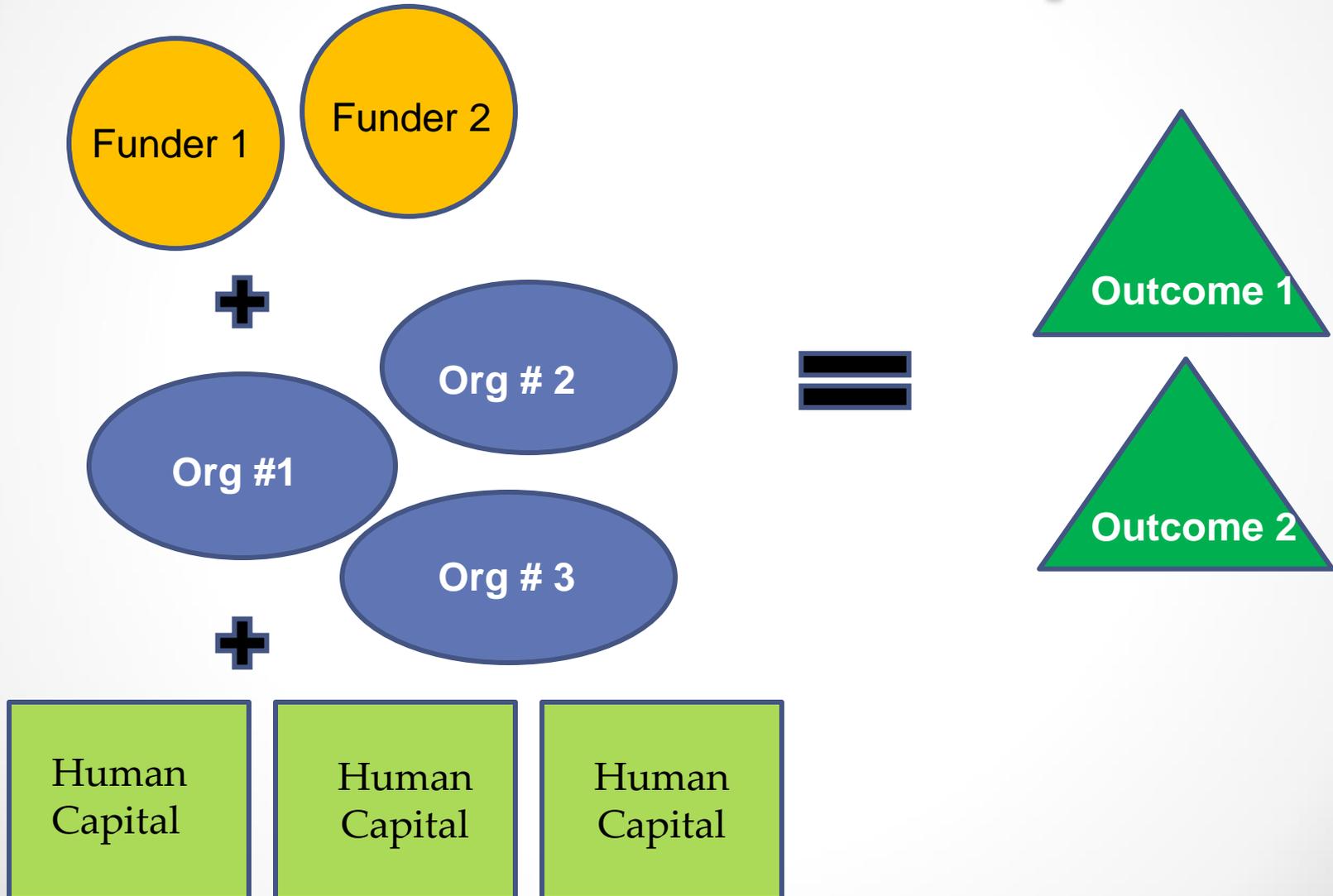
# Components of the Model

<b>Outcome(s)</b>	Intended and unintended
<b>Building Blocks</b>	
<b>Funder(s)</b>	The entities that provide funding
<b>Organization(s)</b>	The entity that does the project work – almost like the black box that takes us to our goal
<b>Human Capital</b>	A term for specific categories of people whose participation is critical to the project outcome. (although people comprising the term are often associated with organizations, their role and function often exceed their role in an organization.)

# Building Block Model



# New Partnerships



# Who Can Do the Work?

- Non-Profit Organizations
- Academic Institutions
- Government Agencies
- For-profit Businesses
- Partnerships
- Newly formed organization

# Who Should Do the Work?



VS.



- Distributed leadership
- Organization-centric
- Continues when one person leaves

- Concentrated leadership
- Individual-centric
- Difficult to continue when person leaves

# Where is Your Partnership?

## Continuum of Collaboration



1. Exchange info for mutual benefit

+

2. Alter activities to achieve a common purpose

+

3. Share resources to achieve a common purpose

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4. Co-invest resources to achieve a common purpose



Adapted from A.T. Himmelman, *Collaboration for a Change: Definitions, Decision-making Models, Roles and Collaboration Process Guide*, April 2004.

# Maintaining and Developing New Partnerships

- Shared vision
- Common and compatible goals
- Division of roles and responsibilities
- Balancing power and authority
- Effective communication
- Supportive structures and processes
- Commitment

# How to Sustain?

# Sustainability Planning Process

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- Treat sustainability like a mini project
- Assess partnership
- Know your leaders
- Develop a simple plan
- Execute the plan
- Document sustainability
- Evaluate progress



# Sustainability Plan Elements

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- Products and services
- Outcomes and impact
- Audience
- Infrastructure requirements
- Key activities
- Key resources
- Key partnerships
- Cost structure & revenue stream
- Communications and messaging

Source: Ned Schaub Consulting (2014)

# Communicating Your Value

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“Unique value” is the value that you bring to the community your organization serves, unique from the value that other entities bring. Articulating this is one of the central things you can do in advancing your understanding of and capacity for sustainability”

Ned Schaub  
*Sustainability Consultant*  
[www.nedschaub.com](http://www.nedschaub.com)

# Documenting Sustainability

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- Work products commercially published and distributed
- Charge for workshops or trainings
- Generated income invested in project
- Seek additional external grants
- Secure local industry sponsorship
- Partner organizations assume responsibility for activities

Source: Sinclair Community College (2004)

# Documenting Institutionalization

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- Work products are used within existing organization programs and courses
- Service provided by existing organization departments
- Organization provides the project operating funds
- Organization operates differently as a result of the project

Adapted from: Sinclair Community College (2004)

# Lessons Learned

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- Collective impact is powerful
- Be honest about what can be sustained or institutionalized
- Planning IS required
- Takes more time than you think
- Prioritize the work
- Start having the hard conversations
- Communication is critical
- Leadership is critical



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