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
Partnership

Building a Skilled Nursing Workforce to Deliver Quality Care

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

Western MA Nursing Workforce Strategic Plan 2006-2014
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
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

- Employers 29%
- Philathropy 32%
- REBHC 21%
- Schools 18%
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

<table>
<thead>
<tr>
<th>Outcome(s)</th>
<th>Intended and unintended</th>
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<tbody>
<tr>
<td><strong>Building Blocks</strong></td>
<td></td>
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<tr>
<td><strong>Funder(s)</strong></td>
<td>The entities that provide funding</td>
</tr>
<tr>
<td><strong>Organization(s)</strong></td>
<td>The entity that does the project work – almost like the black box that takes us to our goal</td>
</tr>
<tr>
<td><strong>Human Capital</strong></td>
<td>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.)</td>
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Building Block Model

Funders

+ 

Organizations

= 

Outcomes

+ 

Human Capital
New Partnerships

Funder 1 + Funder 2 = Org #1 + Org #2 + Org #3

Human Capital + Human Capital + Human Capital = Outcome 1 + Outcome 2
Who Can Do the Work?

- Non-Profit Organizations
- Academic Institutions
- Government Agencies
- For-profit Businesses
- Partnerships
- Newly formed organization
Who Should Do the Work?

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

vs.

- Concentrated leadership
- Individual-centric
- Difficult to continue when person leaves
Where is Your Partnership?

Continuum of Collaboration

Networking  Coordinating  Cooperating  Collaborating

1. Exchange info for mutual benefit + 2. Alter activities to achieve a common purpose + 3. Share resources to achieve a common purpose + 4. Co-invest resources to achieve a common purpose

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

- 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

- 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)
“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
Documenting Sustainability

- 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

- 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

• 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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