Positioning Networks for Sustainability

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Georgia Health Policy Center

Aligning for Strategic Change

CRL Consulting

How do we create healthy communities?

Stewardship

How can our network share responsibility & ownership for advancing healthy in our communities?

To help answer this question, we will explore these topics:

Changing Mindsets
- Understanding Rural Health Networks
- Exploring the Relationship Between Stewardship & Rural Health Networks
- Practicing Adaptive Leadership

Building A Sound Infrastructure
- Understanding the Interplay of Form, Function & Financing
- Applying Governance as Leadership
- Assessing Strengths & Weaknesses Utilizing the Network Organizational Assessment Road Map
- Following the 9 Ps of Effective Meeting Planning

Impactful Actions

How can our network develop programs that have positive and lasting impact in our community?

To help answer this question, we will explore these topics:

External Environmental Scan
- Creating an Aim
- Identifying Opportunities & Threats

Strategic Plan
- Fostering Shared Understanding Using a Behavior Over Time Approach
- Setting Program Priorities
- Developing SMART Goals & Objectives

Sustainability

How can our network foster supportive relationships & generate financial resources?

To help answer this question, we will explore these topics:

Sustainability Planning
- Positioning for Sustainability
- Stewardship Focused Financing & Funding
- Friend raising

Communications
- Crafting Persuasive Messages
- Developing a Network Statement

Sustainability

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Objectives

Practices

Framework

Background

Definition

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

What Makes the Difference?

Chance of Sustainability

Are they tied?

Organizational Characteristics

Why do some programs sustain while others do not?

Conduct Study of Grantees
Federal Office of Rural Health Policy (FORHP)

+

Assess Grantees
2009 and 2019

+

Literature Reviews

~~Organization~~

~~Project~~

Behaviors ✓

Strategies ✓

Positioning for Sustained Success

Understand the dynamics that influence sustainability

Guiding Questions

- ***Behaviors and strategies?***
- ***Drivers of good outcomes?***

Objectives

Framework

Background

Sustainability Framework 2.0©

ORGANIZATIONS WITH THE HIGHEST POTENTIAL FOR SUSTAINABILITY KEEP THEIR FOCUS ON:

Strategic Purpose
All partners have a clear vision of program goals, and their actions are aligned with the mission or connect to the core values of the participating organizations.

Contextual Relevance
The program adapts to the sociocultural, political, and economic environment, as well as trends and emerging issues.

Practical Alignment
The program provides a relevant solution in response to a demand and need expressed by the population of interest.

Data Utilization
Organizations collect and analyze data to assess the program's short-term impact and demonstrate its long-term value.

Effective Communication
Critical information is exchanged among participating organizations and populations of interest to create awareness and share successes of the program.

Active Collaboration
Partners share responsibility, risks, and rewards for the program.

Visionary Leadership
Someone that has strategic purpose for the grant, commitment to the desired community outcomes, and willingness to direct resources to sustain the effort.

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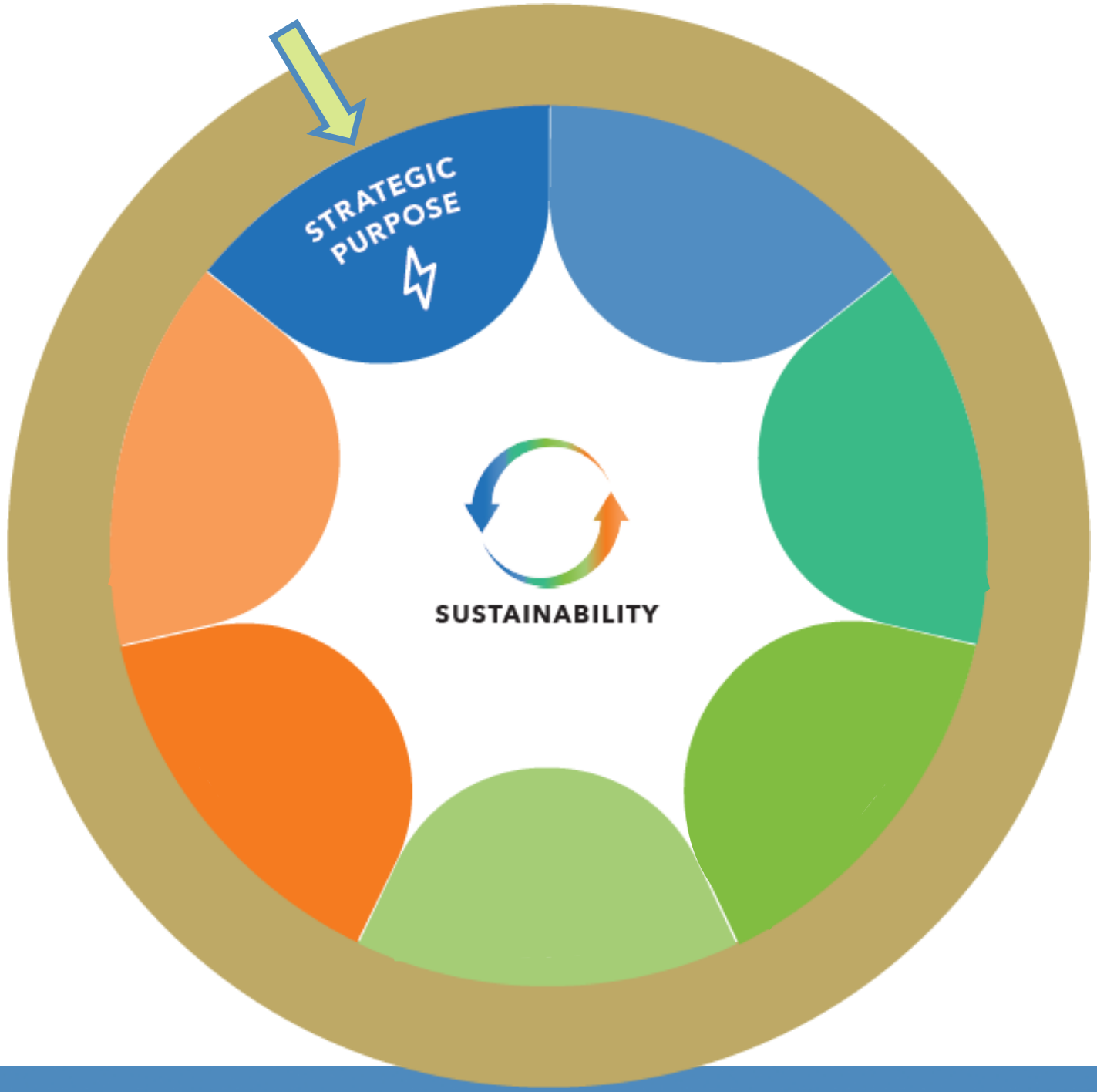
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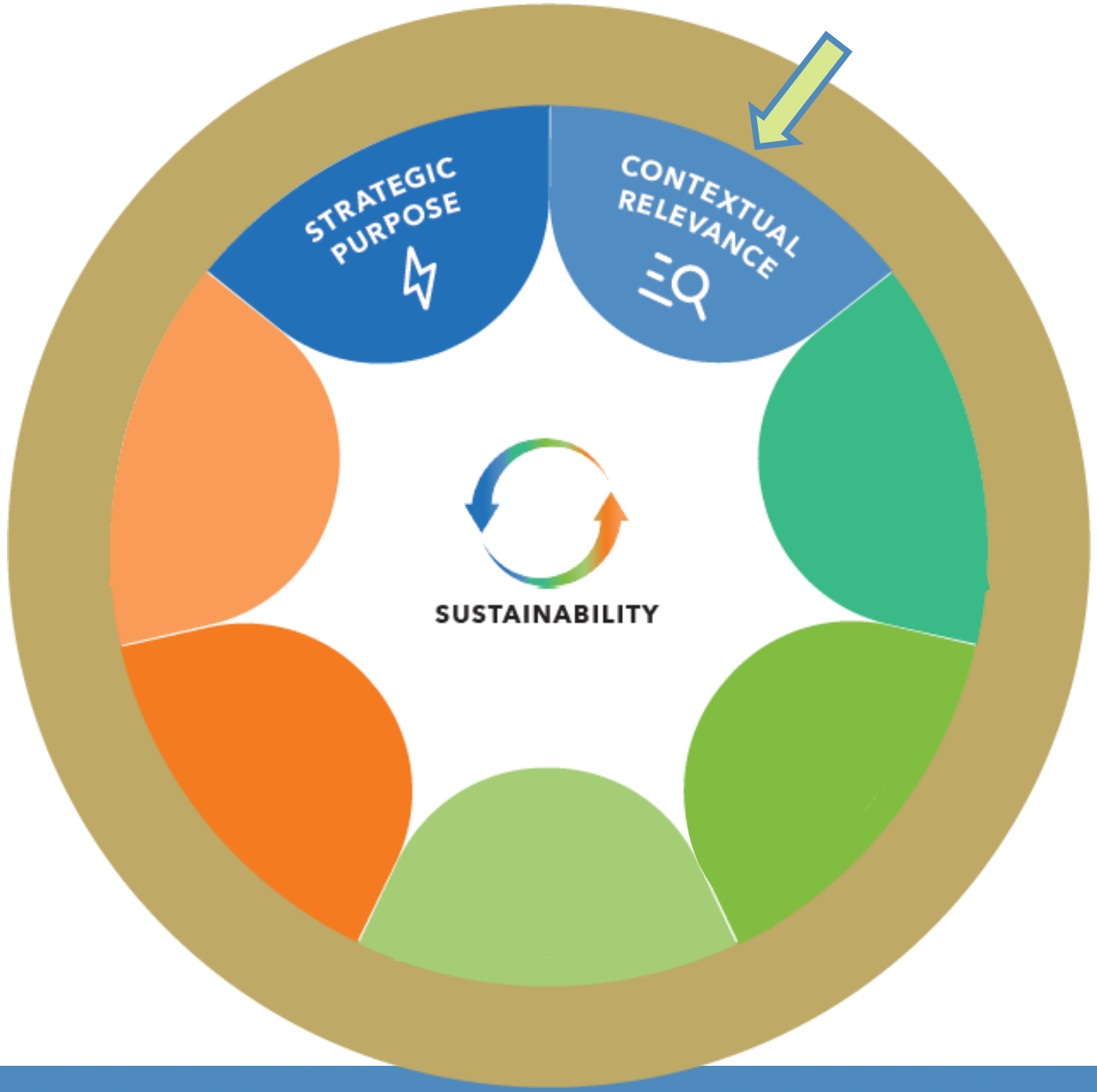
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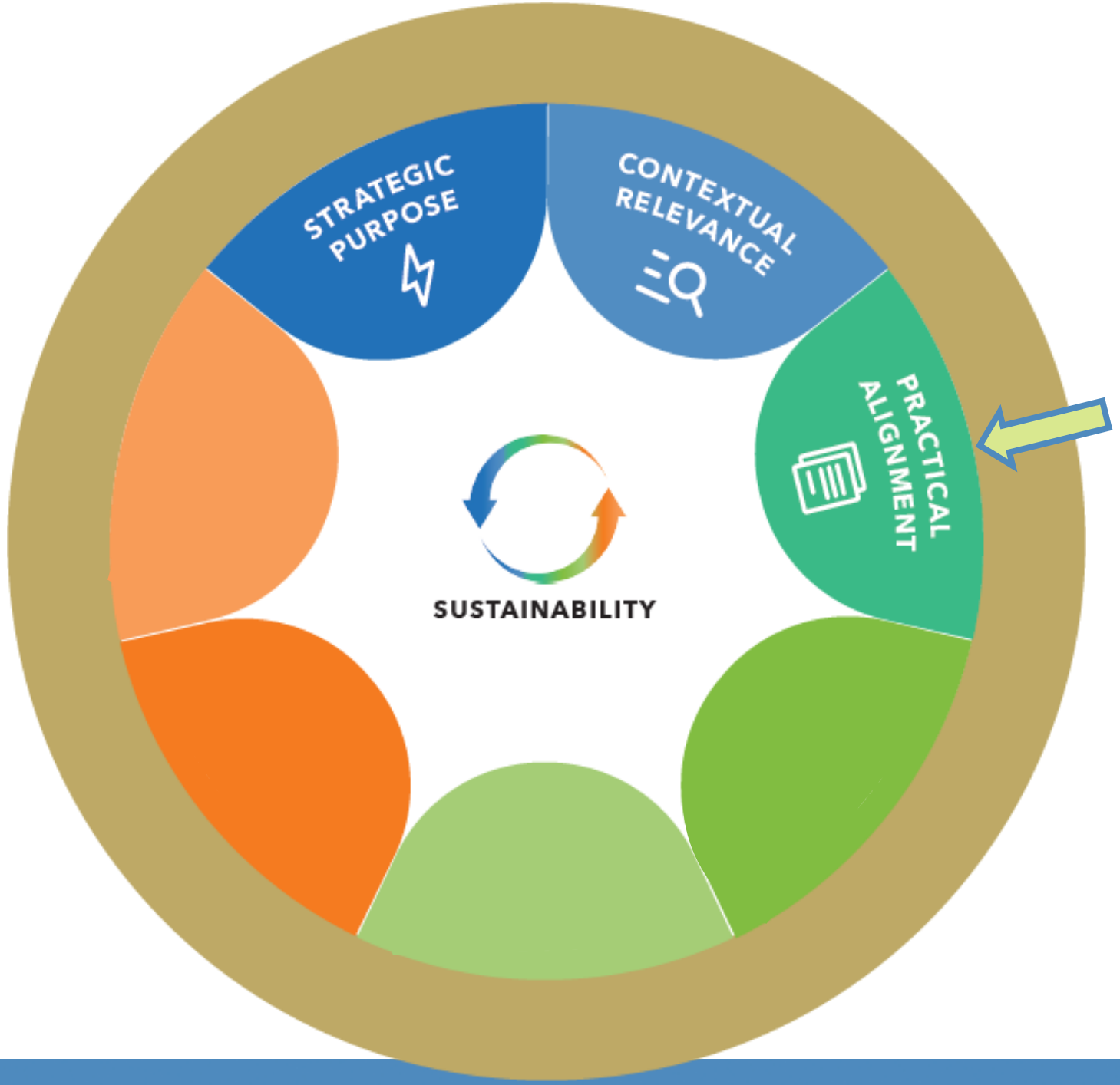
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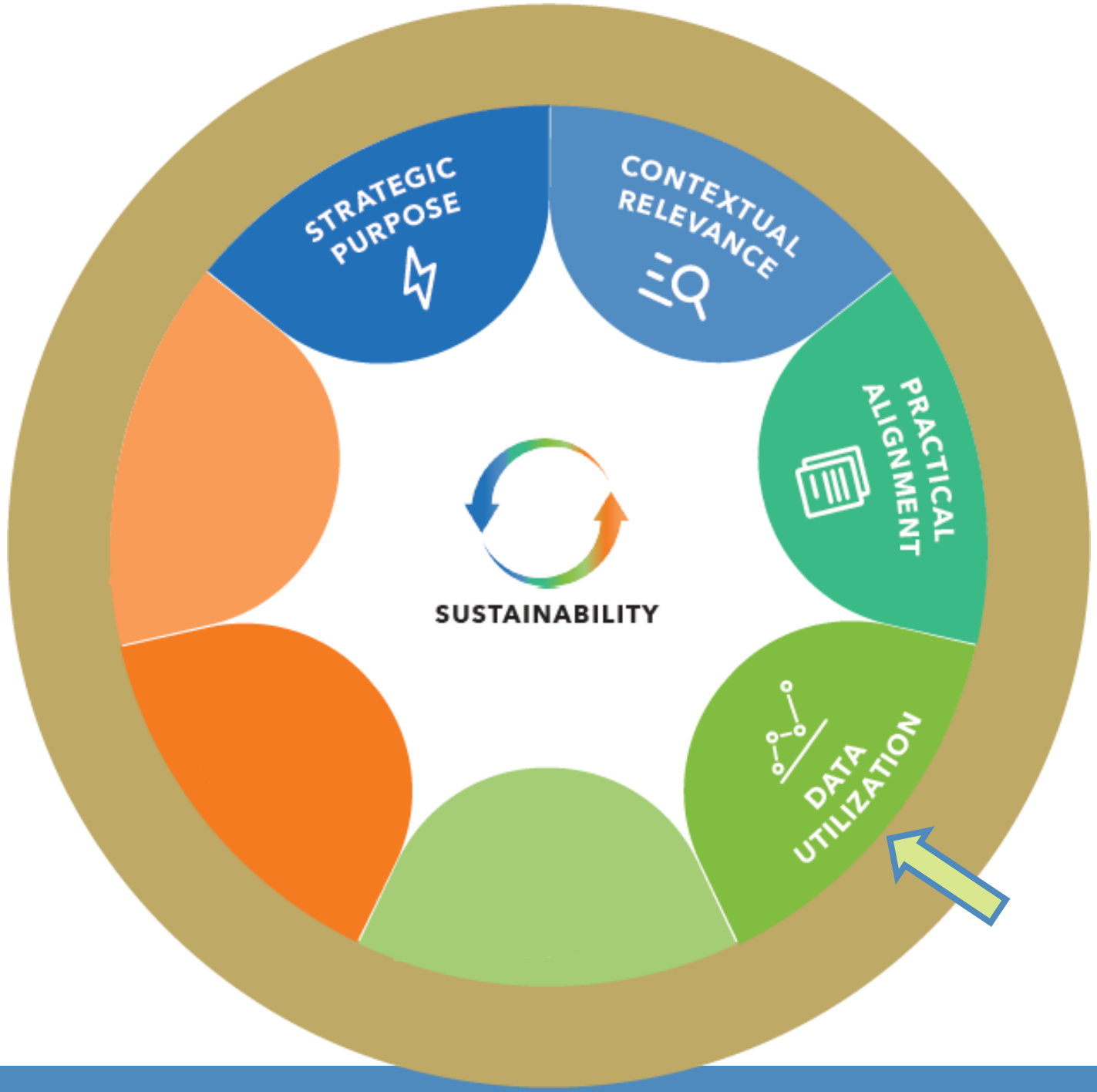
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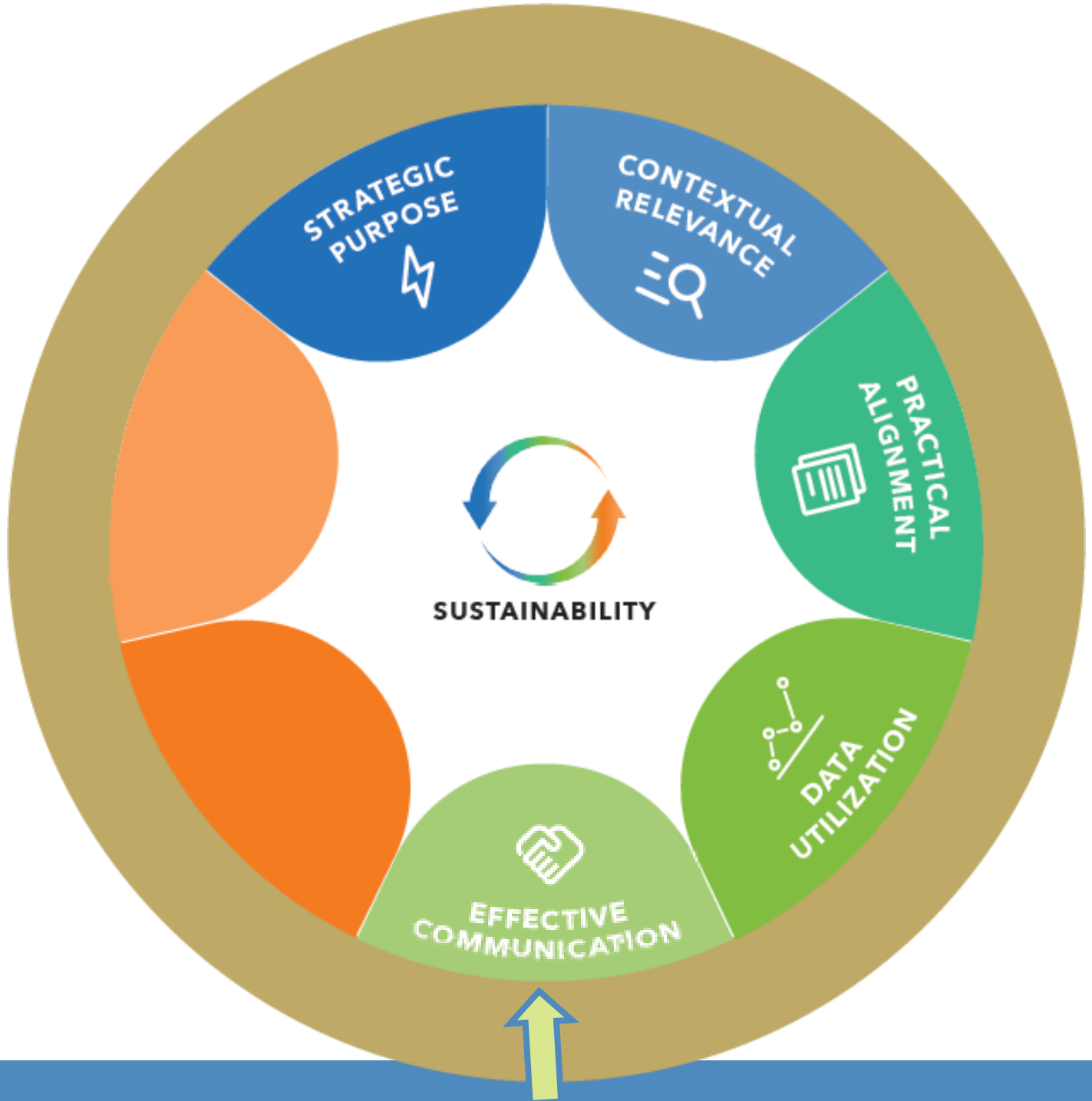
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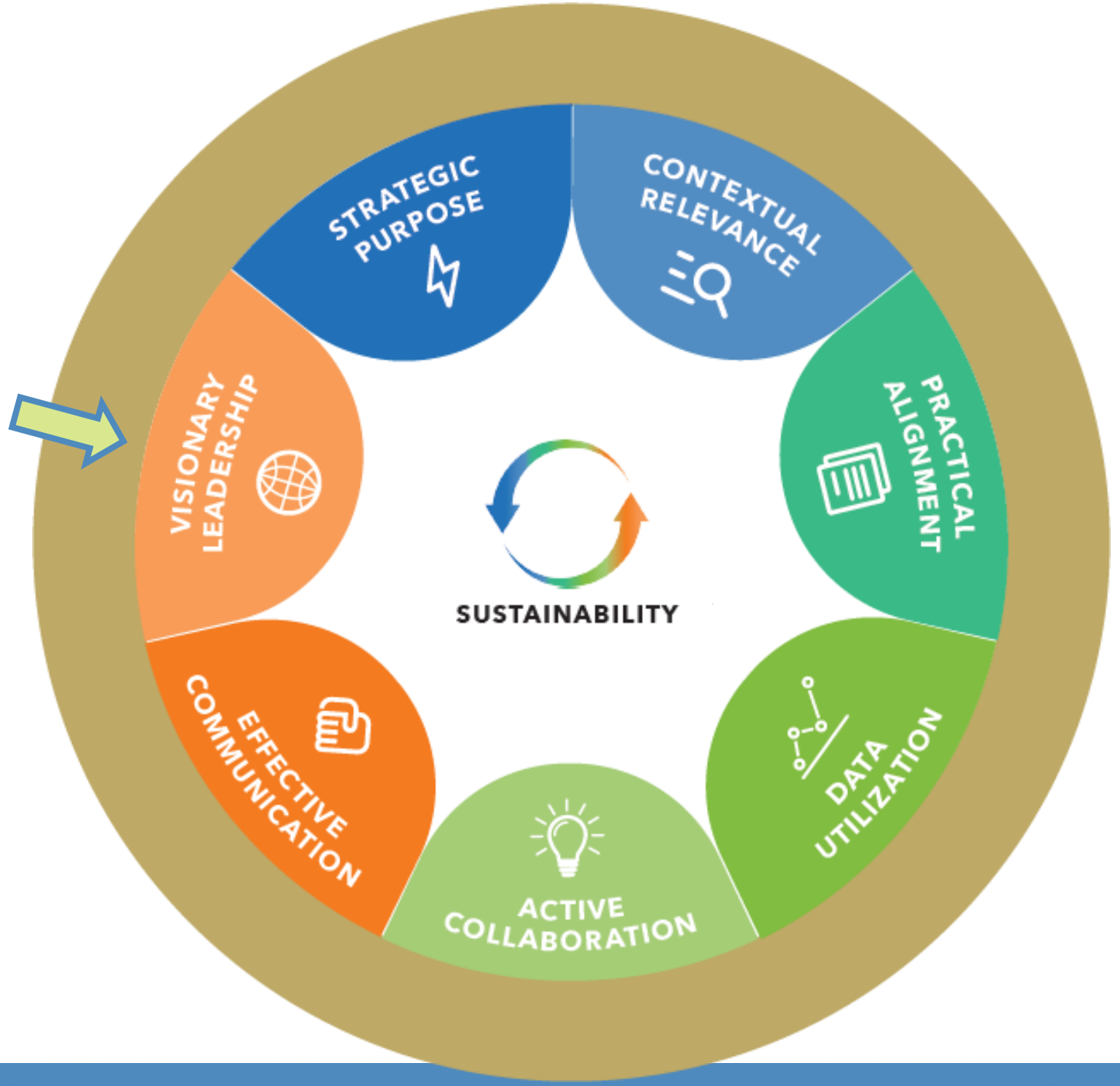
ACTIVE COLLABORATION
SUSTAINABILITY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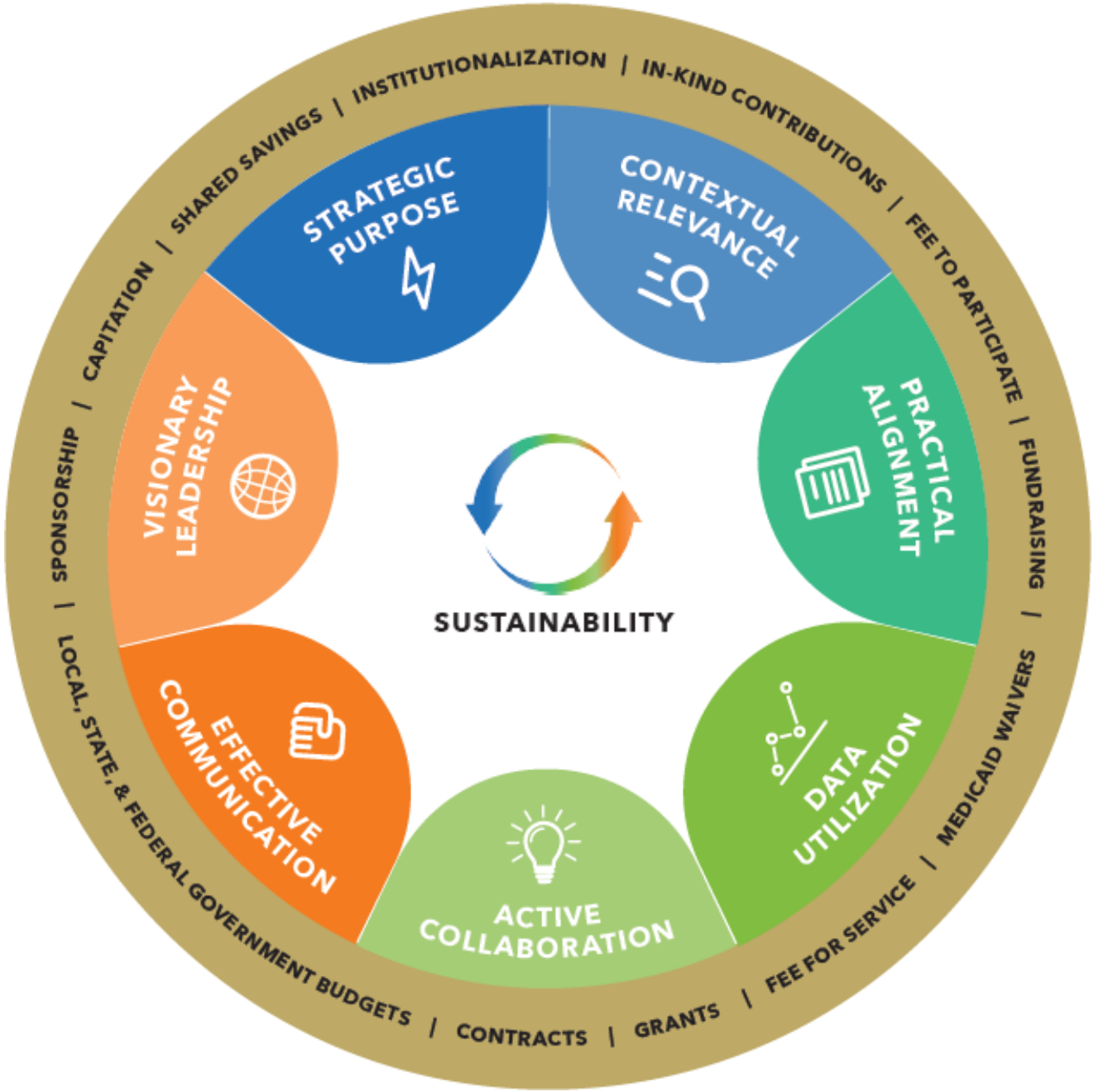
VISIONARY LEADERSHIP
SUSTAINABILITY

Georgia Health Policy Center Sustainability Framework 2.0

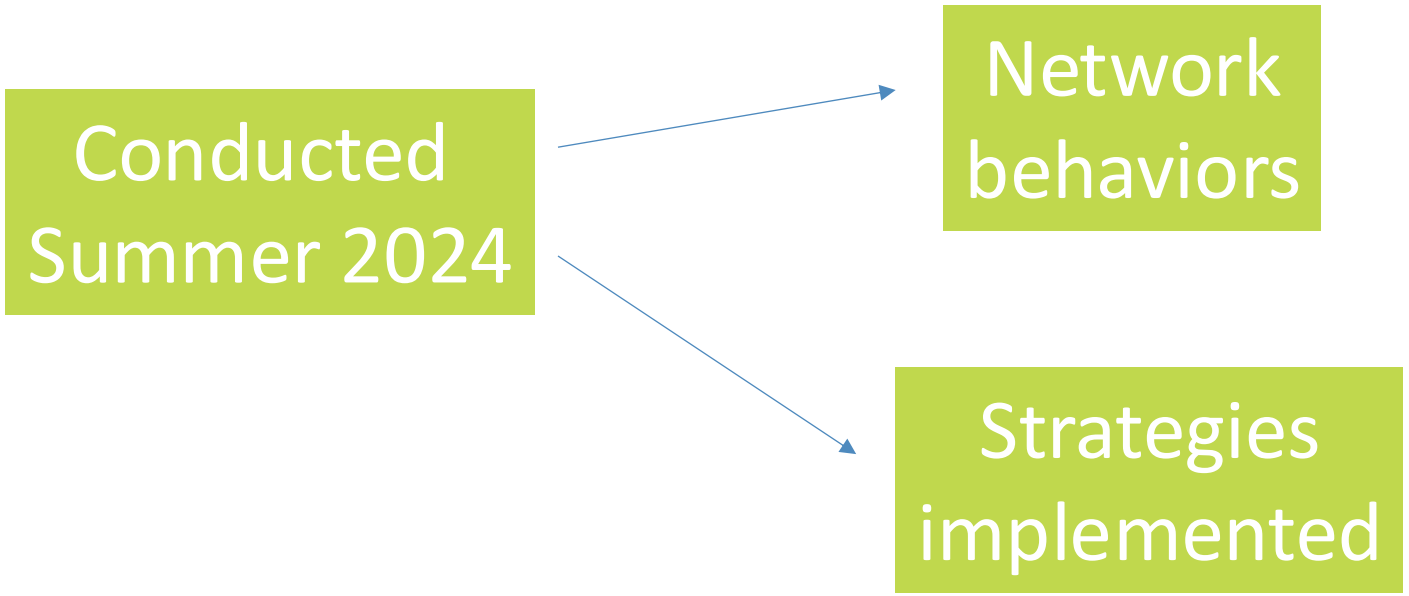


Objectives

Practices

- Framework ✓
- Background ✓

Landscape Analysis on Factors that Impact Rural Health Network Sustainability



Network Landscape Analysis

44
Grantees

2020-2023
cohort

Rural Health Network Development Grantees

27%
Newly formed networks

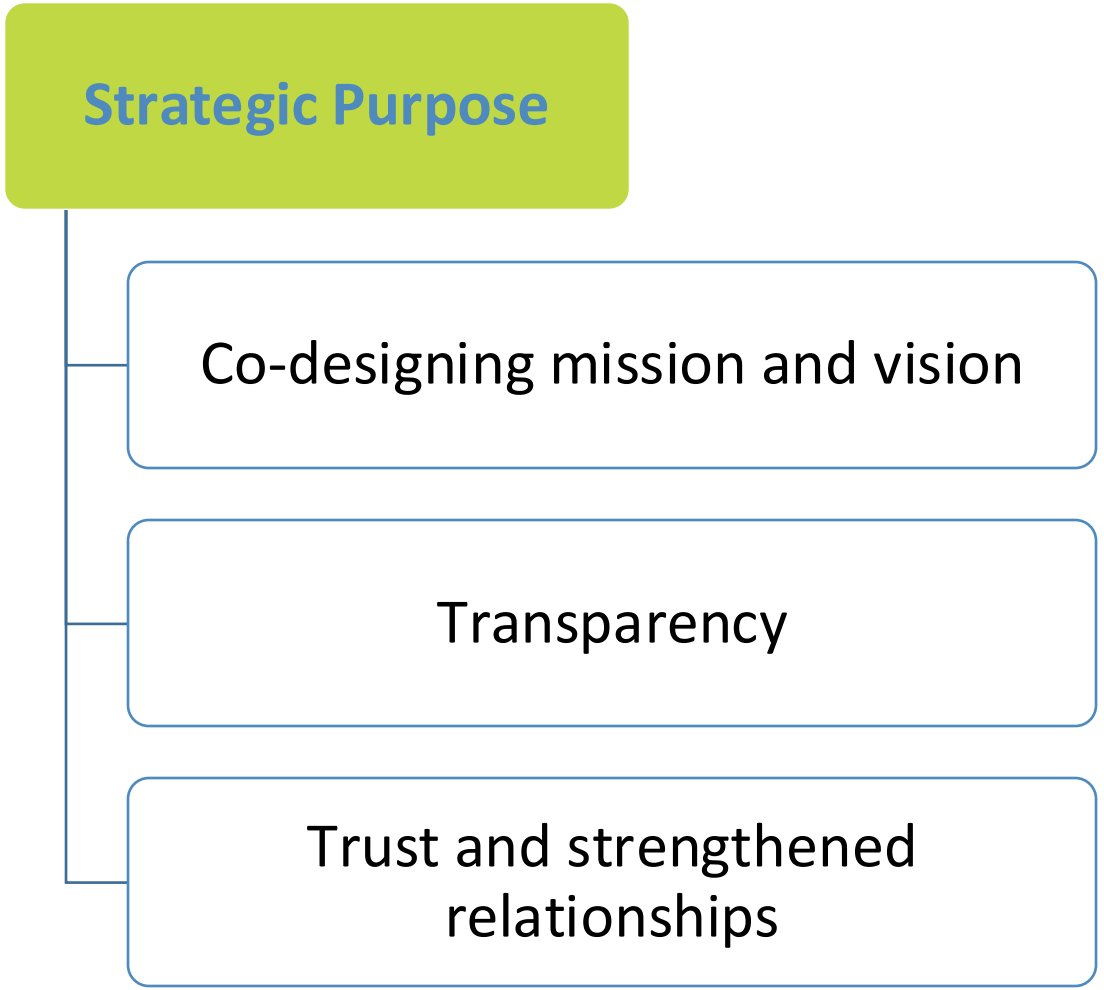
40
Networks sustained

Network and Interview Demographics

Interview network demographics		
Established Network	6 prior to grant	1 upon grant award
Sustained Network	6 sustained	1 did not sustain (501c3; longstanding network)
Structure	4 were 501c3 organizations	3 had backbone organizations/ fiscal agents

Network maturity			
Timeframe	Number of networks established (Sourcebook)	Number of networks sustained (PIMS)	Number of networks did not sustain (PIMS)
1979-1994	2	2	0
2002 - 2014	12	11	1
2015 - 2017	9	9	0
2018	6	5	1
2019 - 2020	12	10	2
Blank	3	3	0
TOTAL	44	40	4

Top Three Success Factors



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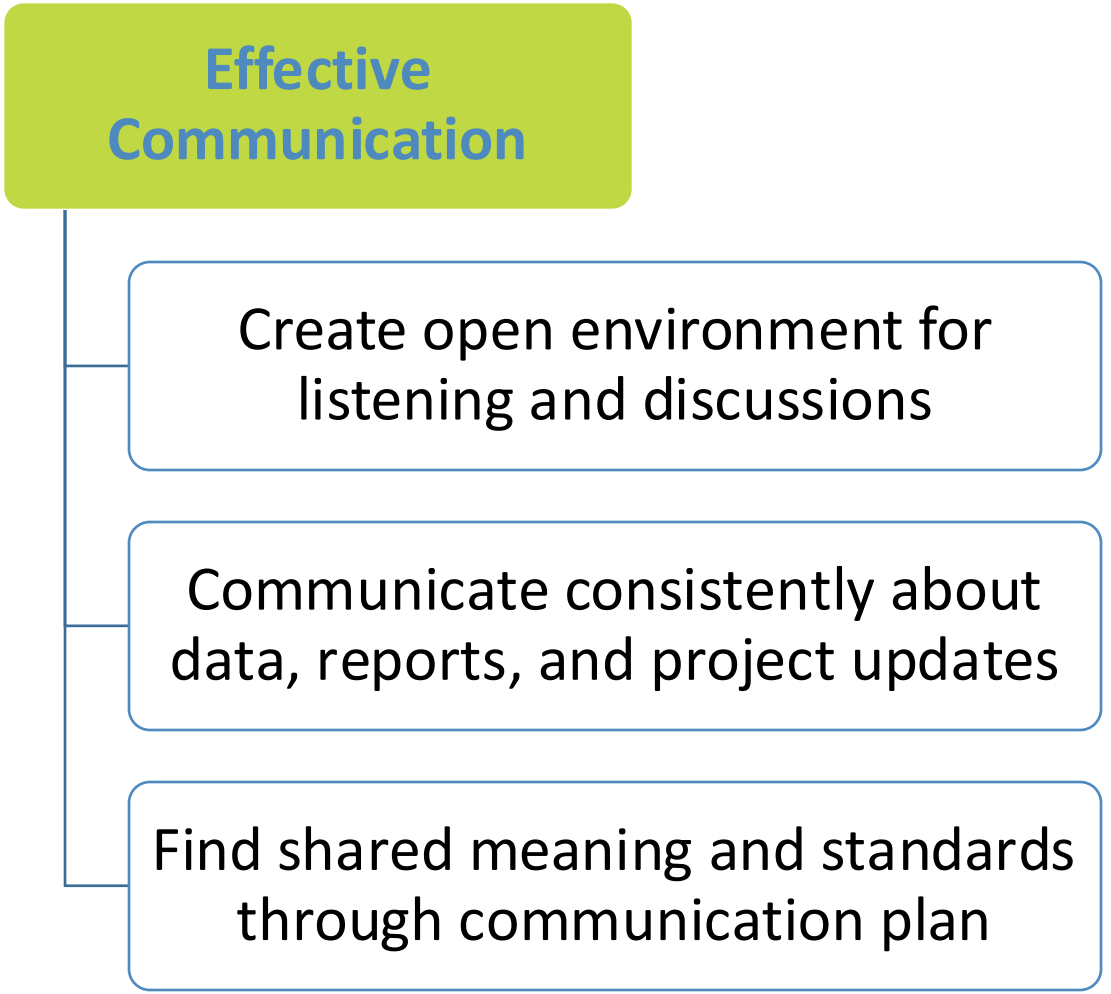

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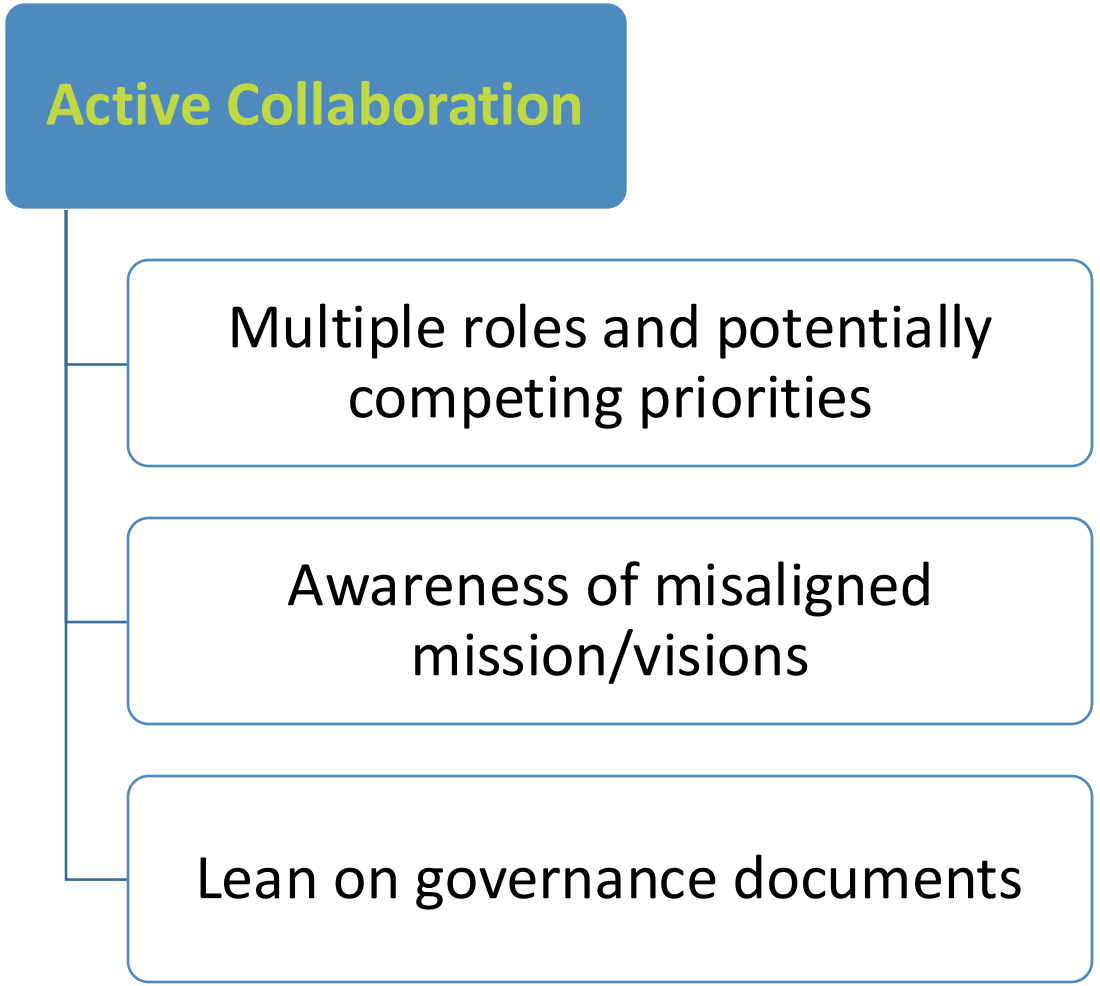

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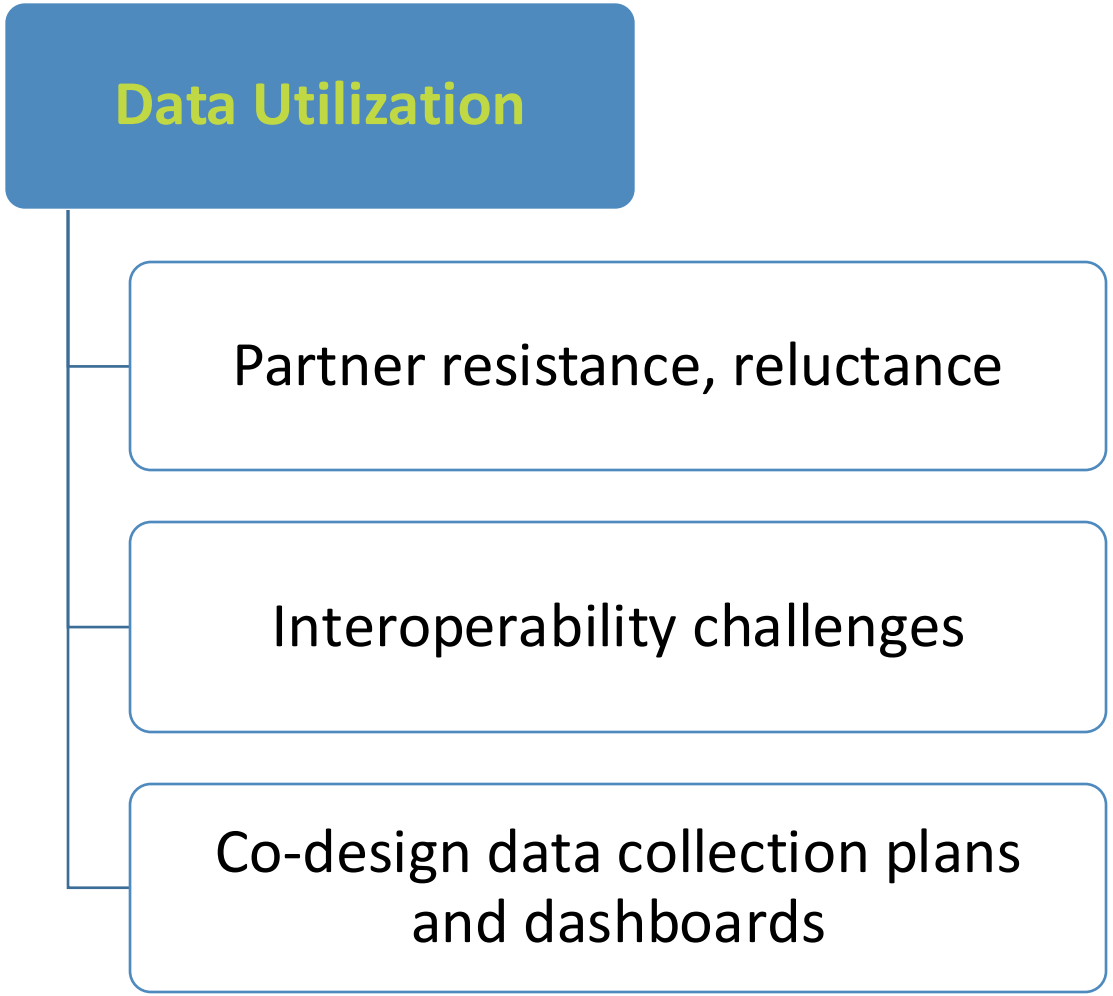

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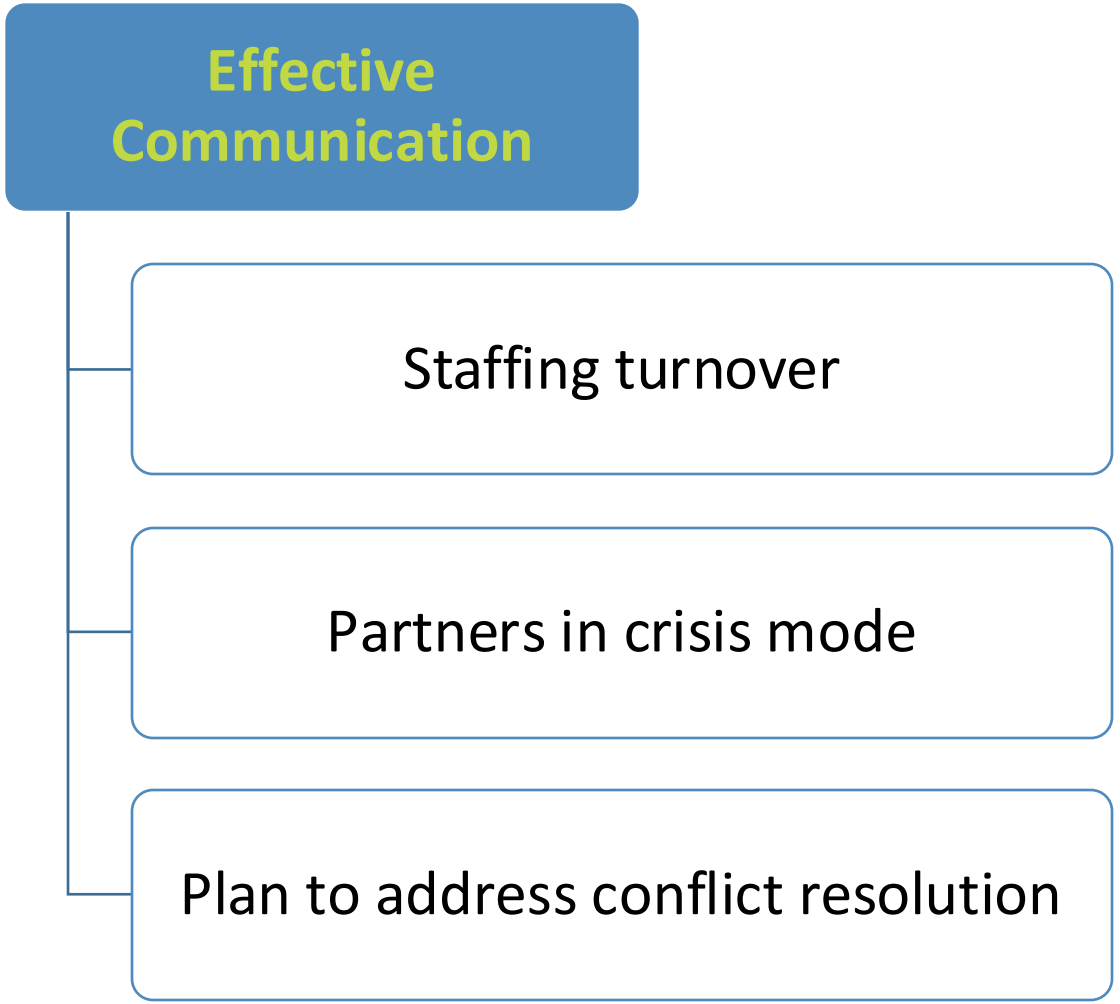

Governance and Infrastructure

31

Fiscal agent/ backbone organizations

7

501c3 organizations

MOU Components

- Data sharing and reporting
- Meeting attendance
- Membership dues and in-kind contributions
- Sharing/exchanging funds
- Other components
  - Termination details
  - List of responsibilities
  - Referrals to program
  - Support for network activities
  - Mission/vision statements

Formal versus Informal Structure

- Mixed feedback
- Two of four 501c3 organizations self-identified as a formal network
- Two self-identified as formal and informal
- Even networks with formal structures in place self-identified as informal

Networks prefer flexibility, consensus-building, and trust for decision-making

Use of Funds and Fund Diversification

Revenue

14 charged membership dues or other fees

Sharing Funds

2 of 7 interviewed shared funds with partners

5 of 7 used funds to support program needs and shared resources

Sustainability

3 of 7 interviewed sustained on grant funds only

1 of 7 used data to leverage support for position

Grantee Success Story

Established a Ways and Means Committee, which resulted in:

- Donations from local foundation
- Hospital funds
- Discretionary funding from state and federal government
- State grants
- Billing for services (CHW income $30,000/month against budget $10,000/month)

Conclusions

Networks

- Similar but unique
- Nuances and contextual relevance impact function and sustainability
- Keys to success – member engagement, shared mission/vision, communication, trust building
- Challenges – partner engagement, data collection, data sharing, communication

Structure and Governance

- Most networks have fiscal agent/backbone organization
- MOUs can be helpful if detailed and used in practice
- Leaders prefer informal processes and relationships
- Consensus building and trust are essential for sustainability

Resources

Georgia Health Policy Center Sustainability Framework 2.0

https://ghpc.gsu.edu/tools-frameworks/sustainability-framework

Landscape Analysis of Sustainability Drivers for Rural Health Networks

http://ruralhealthlink.org/networkdevelopment

Thank You

Reach out to Amanda with questions
at aphillipsmartinez@gsu.edu

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