Strategic Sustainability Resource Package for MAI-CoC Grantees

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Developed by The MayaTech® Corporation

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Introduction

What keeps effective programs sustained over time? It takes more than just money. Looking across programs it is often seen that, even with the same level of funding, some programs are able to sustain themselves and some are not.

A Sustainability Framework serves to identify a small set of organizational and contextual domains that can help build the capacity to maintain a program.

Sustainability capacity is defined as the ability to maintain programming and its benefits over time. To improve capacity for sustainability, you are encouraged to strengthen the structures and processes that exist within your program to ensure you can strategically leverage resources to weather the changes and challenges that come your way.

Completing the sustainability assessment should be the starting point to help you identify areas that are strong in your program, and areas that might be in need for improvement.

The information provided in this toolkit will aid you as you access useful online resources as you seek to strengthen your sustainably planning.
I. **Environmental Support**

**What is it?**
Having a supportive internal and external climate for your program.

**Why is it important?**
No matter the level at which your program operates, the overall economic and political climate will affect your ability to get things done. Whether or not decision-makers support your cause, they deserve your attention. You need to work to get people of influence on your side, both within and outside of your organization. Often decision-makers control the money, and if you want them to invest in your program, you will need them to know and like your program. In addition, champions can get policies passed that benefit your target population and help achieve your program goals.

- **Foundation Directory**
  Foundation Finder offers basic information on grant makers in the U.S. including private foundations, community foundations, grant making public charities, and corporate giving programs.

- **Tips for Communicating with Policymakers**
  This short tip sheet provides concrete tips for contacting and communicating with policymakers.

- **Prevention Institute: Tools**
  The Prevention Institute has developed a broad range of practical, easy-to-use tools that guide practitioners, advocates, and policymakers in planning health strategy and contributing to safer, healthier, and more equitable communities.

- **Three Steps for Conducting a Stakeholder Analysis**
  Stakeholder Analysis is the technique used to identify the key people who must be won over in order for your program to be successful, then use Stakeholder Planning to build the support that helps you succeed. Mind Tools explains the basics of conducting a Stakeholder Analysis through a three-step process.
II. Funding Stability

What is it?
Establishing a consistent financial base for your program.

Why is it important?
Planning for stable funding should be a strategic process that addresses the long-term needs of your program and adjusts to changing trends in economic and political cycles. Funding highs and lows put stress on programs and make it difficult to provide consistent quality services. Programs that rely on a single funding source, rather than multiple sources, are more vulnerable when funding cuts occur. For all these reasons, it’s important to build a stable and diverse funding base.

❖ Grants.gov
   This is a primary source to find and apply for federal grants.

❖ A Beginner’s Guide to Fundraising
   The Fundraising Authority has written a number of brief articles presenting the basic knowledge you need to get started raising money for any non-profit organization, religious institution, or school.

❖ Financing HIV Prevention Services: Collaboration and Innovation between Public Health and Medicaid Agencies
   This white paper, developed by the National Alliance of State & Territorial AIDS Directors (NASTAD) in collaboration with Health Management Associates, highlights examples of innovative Medicaid partnerships and financing arrangements for HIV prevention services from four jurisdictions.

   This guide, developed by NASTAD in collaboration with a coding consultant and the HIV Medicine Association, assists health departments and their contracted providers navigate billing and reimbursement for HIV prevention services.

❖ CIHS MAI-CoC Webinar: Beyond Funding: Evaluating and Planning for your Program’s Sustainability (Audio)
   This webinar explores the components of program sustainability capacity through use of the Program Sustainability Assessment Tool (PSAT) and the Program Sustainability Action Planning process.

❖ CIHS MAI-CoC Webinar: Sustaining Progress 1: Developing, Assessing, and Evaluating Strategic Goals (Audio)
   This webinar explores tactics to sustain progress toward strategic goals through the use of the PSAT and creation of a sustainability action plan.

❖ CIHS MAI-CoC Webinar: Sustaining Progress 2: Staff Buy-in and Financing (Audio)
This webinar addresses the elements of long-term organizational stability, including signs of staff burn-out, key steps to assess staff engagement, and financing best practices of mutual benefit to organizations and their funding partners.

❖ CIHS MAI-CoC Webinar: Using MAI-CoC Project Data for Sustainability (Audio)
This webinar provides an overview of how to use MAI-CoC project data to enhance sustainability, including understanding the role of evaluation and identifying performance indicators of interest to key stakeholders.

❖ CIHS MAI-CoC Webinar: Program Finance and Sustainability
This webinar gives an overview of financial sustainability and the steps of the strategic planning process.

❖ CIHS MAI-CoC Webinar: Financial Stability
This webinar presents an overview of fraud, waste, and abuse under federal grants and covers how to properly account for and report braided Center for Mental Health Services (CMHS), Center for Substance Abuse Prevention (CSAP), and Center for Substance Abuse Treatment (CSAT) grant expenditures.

❖ CIHS MAI-CoC Webinar: Program Income: Using Program Income for MAI-CoC Grantees
This webinar covers how to report, budget, and account for program income and utilize reimbursements to further the objectives of a grant.
III. **Partnerships**

**What is it?**
Cultivating connections between your program and its stakeholders.

**Why is it important?**
Partners play an important role in sustainability in several ways: connecting you to greater resources or expertise, providing services if your program has to cut back, and advocating on behalf of your cause. Partners can also help rally the community around your program and its goals. They can range from business leaders and media representatives to organizations addressing similar issues and community members. When your program is threatened, either politically or financially, your partners can be some of your greatest champions. Building awareness and capacity for sustainability requires a strategic approach and partnerships across sectors, including alliances between private and public organizations.

❖ **The Community Tool Box: Creating and Maintaining Coalitions and Partnerships**
You want to bring together a diverse group of individuals and organizations to address a common issue or goal. What preparations are necessary to successfully accomplish your vision for your community? Members need to be recruited, the problem or issue needs to be defined, and the community needs to be engaged. Where should you begin? This part of the Community Tool Box provides a framework and supports for creating your coalition or collaborative partnership.

❖ **Robert Wood Johnson Foundation (RWJF): Improving Health Care Quality and Equity: Considerations for Building Partnerships between Provider Practices and Community Organizations**
Provider practices juggling diverse patient needs and overbooked appointment rosters typically lack time to address the significant social, economic, and environmental barriers standing in the way of their patients’ health. Given the day-to-day hurdles many patients face, including poor housing, lack of transportation, low health literacy, and scarcity of healthy food, practices can benefit from strategic partnerships with local organizations whose mission it is to help meet these needs. This RWJF primer offers information on the best way to foster these valuable relationships.

❖ **Engaging your Community: A Toolkit for Partnership, Collaboration, and Action**
Toolkit developed by John Snow International to assist organizations in the adolescent pregnancy prevention and parenting field with cultivating strategic partnerships, implementing innovative outreach strategies, and developing robust communications that target the diverse organizations and populations in their communities.

❖ **Substance Abuse and Mental Health Services Administration (SAMHSA): Components of an Effective Coalition**
Find information on three components of an effective coalition: organizational structure, membership, and sustainability from the Substance Abuse and Mental Health Services Administration (SAMHSA).

❖ **SAMHSA: Building Prevention Capacity through Collaboration**
Learn how building prevention capacity through collaboration can improve behavioral health and increase program sustainability. Working across agencies is an effective means of building capacity for prevention efforts. Collaboration can not only increase a program’s impact, but make it more sustainable. This video describes the benefits of working across agencies to improve behavioral health.
IV. **Organizational Capacity**

**What is it?**
Having the internal support and resources needed to effectively manage your program.

**Why is it important?**
Organizational capacity encompasses a wide range of capabilities, knowledge, and resources. For example, having enough staff and strong leadership can make a big difference in accomplishing your program goals. Cultivating and strengthening your program’s internal support can also increase your program’s likelihood of long-term success.

❖ **The Community Tool Box: Building Leadership**
Leadership, the art of helping people work together in common purpose, is a critical factor in the work of advancing community health and development. One strategy for enhancing local leadership is to create and implement a leadership development plan. This part of the Community Tool Box helps support the work of building community leadership.

❖ **Leadership in Healthcare Organizations: A Guide to Joint Commission Leadership Standards**
Who are the “leaders” in healthcare organizations? What is “good leadership” in healthcare organizations? And what is the “success” that healthcare organizations seek? These are the questions that the Joint Commission accreditation standards on leadership attempt to answer in this white paper.

❖ **The Community Tool Box: Organizational Structure**
Organizational structure dictates how members are accepted, leadership is chosen, and decisions are made. The structure of a program can play a critical role in its success. This portion of the Community Toolbox discusses the necessary components of healthy organizational structure.

❖ **Addressing the Leadership Gap in Healthcare: What’s Needed When It Comes to Leader Talent**
To help healthcare professionals better understand and focus the development of leaders, the Center for Creative Leadership (CCL) analyzed leadership effectiveness data from nearly 35,000 people working in the field. This report shares the details of the study, introduces CCL’s healthcare leadership framework, and offers strategies for developing leaders.

❖ **University of California, San Francisco: Share the Care**
Share the Care™ is both a paradigm shift and a concrete implementation strategy. The paradigm (culture) shift transforms the practice from “I” to We.” “I” refers to the lone doctor-with helpers model, in which the clinician assumes all the responsibility, makes all the decisions, and delegates to other team members, whose job is to assist the
clinician. The language “delegating tasks from doctor to team” suggests that team-building means less work for the doctor and more work for the others. Non-clinician team members often resist such delegation. A significant barrier to Share the Care is the discomfort many clinicians feel about giving up decisions regarding preventive and chronic care, which though seemingly routine, are often complicated by various coexisting conditions, preferences, and goals. In this exercise, teams are provided an opportunity to explore their initial reactions to the Share the Care model, anxieties and concerns, and resources needed.

- **New York State Department of Health, AIDS Institute: Peer Certification Information and Resources**
  They have created a library of peer certification information and resources focused on peer-based services that can enhance HIV-focused interventions and improve outcomes for engaged clients. Training and certifying peer intervention staff ensures that peers and their supervisors adhere to uniform standards and are aware of their responsibilities within a peer-delivered intervention.
V. **Program Evaluation**

**What is it?**
Assessing your program to inform planning and document results.

**Why is it important?**
Evaluation helps keep your program on track with its goals and outcomes. If evaluation data shows that an activity or strategy isn’t working, you can correct your program’s course to become more effective.

Moreover, collecting data about your program’s successes and impact is a powerful tool for gaining support and funding. If your evaluation data shows that your program is making an important (or irreplaceable) impact, you can make a strong case for why your program needs to continue. Even in times of decreased funding, evaluation and monitoring data are key for the pursuit of new funding sources.

❖ **W.K. Kellogg Foundation Logic Model Development Guide**
Nonprofits today are being pressed to demonstrate the effectiveness of their program activities by initiating and completing outcome-oriented evaluation of projects. This guide was developed to provide practical assistance to nonprofits engaged in this process.

❖ **W.K. Kellogg Foundation Evaluation Handbook**
This handbook provides a framework for thinking about evaluation as a relevant and useful program tool. It was written primarily for project directors who have direct responsibility for the ongoing evaluation of W.K. Kellogg Foundation-funded projects.

❖ **The Community Tool Box: Evaluate the Initiative**
How do we know that our community's initiatives and programs are working? Are they effective in meeting our goals and objectives and, if not, what can we do to make them better? Evaluating specific community programs or initiatives can help us see how we are doing, make sense of it, and make necessary adjustments. It permits feedback to improve effectiveness and encourages accountability. How do we go about developing an evaluation of a community initiative or program?

This part of the Community Tool Box provides a framework and supports for developing an evaluation of a community program or initiative.

❖ **The Community Tool Box: Assessing Community Needs and Resources**
Understanding a community's concerns enables us to effectively characterize its needs and respond with appropriate interventions. In order to assess communities and create a community profile, we need to discover those things that matter to the community, what issues the community feels are most important to address, and what resources are available to bring about change. By interviewing community members, conducting listening sessions and public forums, and spending time in the place, we can develop an
assessment (or profile) of the community that helps identify critical issues and plan future interventions.

❖ **Developing an Effective Evaluation Plan**
This guide, written by the Centers for Disease Control and Prevention (CDC), outlines all the steps needed for creating an evaluation plan and includes useful exercises and worksheets. Although it is aimed at public health programs and initiatives, the information is relevant for the social service sector too.

❖ **Evaluation Approaches for Mental Health Prevention and Early Intervention Programs**
The goal of this handbook is to provide guidance to practitioners and organizations interested in evaluating mental health prevention and early intervention (PEI) programs.

❖ **CIHS MAI-CoC Webinar: Developing Performance Measurement and Evaluation**
This webinar provides an overview of program measurement and evaluation, including refining program goals and objectives, developing performance measurement tools, and composing evaluation plan.

❖ **CIHS MAI-CoC Webinar: Using MAI-CoC Project Data for Sustainability (Audio)**
This webinar provides an overview of how to use MAI-CoC project data to enhance sustainability, including understanding the role of evaluation and identifying performance indicators of interest to key stakeholders.

❖ **SAMHSA: Applying the Strategic Prevention Framework (SPF)**
Prevention professionals use SAMHSA’s Strategic Prevention Framework as a comprehensive guide to plan, implement, and evaluate prevention practices and programs. SAMHSA’s SPF is a planning process for preventing substance use and misuse. The five steps and two guiding principles of the SPF offer prevention professionals a comprehensive process for addressing the substance misuse and related behavioral health problems facing their communities. The effectiveness of the SPF begins with a clear understanding of community needs and involves community members in all stages of the planning process.
VI. Program Adaptation

What is it?
Taking actions that adapt your program to ensure its ongoing effectiveness.

Why is it important?
Circumstances change and sometimes your program needs to as well. The goal is not necessarily to sustain all a program’s components over time, but rather to sustain the most effective components and their benefits to your target group. This requires flexibility, adaptation to changing conditions, and quality improvement within your program. By using your evaluation data and current evidence-base, you can ensure that your program effectively uses resources and continues having an impact.

❖ The Community Tool Box: Program Adaptation
Chapters 17-19 of the Community Tool Box contain information about analyzing community problems (e.g., thinking critically), designing interventions (e.g., identifying those who can benefit and help), and adapting the interventions for different cultures and communities.

❖ National Association of County and City Health Officials (NACCHO): Model Practices Database
NACCHO’s Model Practices Database is an online, searchable collection of innovative best practices across public health areas. These practices allow you to benefit from your colleagues’ experiences to learn what works, get strategies on how to re-implement effective programs with good results, and save time and resources.

❖ Adapting Evidence-Based Programs to Fit Your Needs
The National Cancer Institute offers a compilation of resources demonstrating how you can incorporate evidence-based practice into your program.

❖ Effective Behavioral Interventions
Guided by the National HIV/AIDS Strategy for the United States, CDC and its partners are pursuing a high-impact prevention approach to reduce new HIV infections by using combinations of scientifically proven, cost-effective, and scalable interventions directed to the most vulnerable populations in the geographic areas where HIV prevalence is highest. The site describes CDC’s efforts to support high-impact prevention.
VII. **Communications**

**What is it?**
Strategic communication with stakeholders and the public about your program.

**Why is it important?**
People need to know what your program does and why it’s important. Communicating externally about your program’s effectiveness helps the program gain greater visibility and builds support from stakeholders. Internally, evidence that a program works builds staff buy-in and support from organizational leaders. The more people know and care about your program and mission, the more likely they are to support your efforts to continue providing services in the long term.

❖ **The Community Toolbox: Implementing Social Marketing Efforts**
Social marketing involves making socially important behavior, such as caring for children or having a healthier diet, easier and more rewarding. It uses communication and other strategies to affect the behavior of large numbers of people. This part of the Community Tool Box provides a framework and supports for conducting a social marketing campaign.

❖ **CDC Social Media Tools, Guidelines, and Best Practices**
The use of social media tools is a powerful channel to reach target audiences with strategic, effective, and user-centric health interventions. To assist in the planning, development, and implementation of social media activities, these guidelines have been developed to provide critical information on lessons learned, best practices, clearance information, and security requirements. Although these guidelines have been developed for the use of these channels at the CDC, they may be useful materials for other federal, state, and local agencies as well as private organizations to reference when developing social media tools.

❖ **Smart Chart Tool 3.0**
Whether you are just starting the communications planning process, checking in on a communications campaign already in progress, or interested in reviewing an effort you have already executed, the Smart Chart 3.0™ will help you assess your strategic decisions to ensure that your communications strategy delivers high impact.

❖ **The CDC Clear Communication Index**
This new research-based tool allows you to plan and assess public communication materials. The four questions and 20 items in the index are drawn from the scientific literature in communication and related disciplines. The items represent the most important characteristics to enhance clarity and aid people’s understanding of information. You can also download the Index Score sheet and User Guide.

❖ **CIHS MAI-CoC Webinar: Keys to Effective Outreach Strategies for Reaching High-Risk Populations Affected by HIV and Substance Use Disorders**
This webinar discusses in-reach and outreach strategies for high-risk populations and how they differ in diverse communities and change though the use of technology.
VIII. Strategic Planning

What is it?
Using processes that guide your program’s directions, goals, and strategies.

Why is it important?
Strategic planning is the glue that holds sustainability efforts together. Without a strategic direction and long-term goals, programs find themselves only reacting to day-to-day demands. Strategic planning combines elements of all the sustainability domains into an outcome-oriented plan. Planning also ensures that the program is well-aligned with the larger external and organizational environment.

❖ Free Management Library: All About Strategic Planning
There are a variety of perspectives, models, and approaches used in strategic planning. The Free Management Library provides an overview of a few and offers an outline you can use in your strategic planning process.

❖ The Community Toolbox: Developing a Strategic Plan
Chapter VIII of the Community Toolbox is devoted to the strategic planning process. Look here for step by step instructions on how you can develop a strategic plan for your organization.

❖ National Association of City and County Health Officials: Developing a Local Health Department Strategic Plan
NACCHO has developed a robust how-to guide for undertaking the strategic planning process for Local Health Departments. Aligned with the Public Health Accreditation Board’s (PHAB) strategic planning requirements, this guide offers step-by-step instructions, important considerations, and modifiable tools and templates for use in any type of local health department (LHD).

❖ National Minority AIDS Council: Strategic Planning, Organizational Effectiveness Series
Nonprofit organizations must have a grounded starting point to effectively accomplish their missions. A strategic plan is a vital tool and an important process that helps an organization reach its goals and achieve success. The purpose of this training manual is to provide learners with the fundamentals of building a successful strategic plan for operating a nonprofit support organization for AIDS advocacy, prevention, and treatment. This manual presents information for preparing a strategic plan for people with varying levels of experience in strategic planning.

❖ The Advisory Board: Behavioral Health Strategic Plan Template
This behavioral health-specific tool provides guidance on the four steps of the strategic planning process. Follow the step-by-step instructions to develop a behavioral health care plan that you can update across time to reflect your institution's changing priorities.