

Washington State
Prevention
summit



Community Collaborative Sustainability

Timothy (Tim) LaPier, M.A.

tlapier@comcast.net

Work: 404-448-1395

Mobile: 404-290-4465



Sustainability Discussion Components

- Community collaborative sustainability defined
- Importance/role of sustainability
- Process for developing sustainability approach
- Key sustainability elements or practices
- Developing a plan
- Summary of key decision points



Coalition Definition



An organizational arrangement for cooperation and collaboration among individuals, groups, or sectors of a community in which all agree to work together toward a common goal.

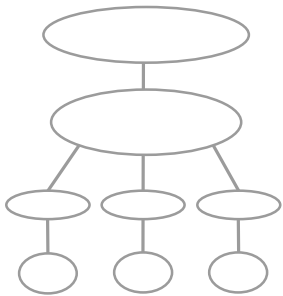
**What Needs
Sustaining?**

Process for Developing Approach

- Conducted literature reviews in 2013 and again in 2015
- Formed workgroups
- Connected interviews with subject matter experts
- Interviewed communities currently working on sustainability
- Concept tested our sustainability approach



What to sustain



- **Infrastructure** (how you position yourselves in the community, how do you structure and how do you operate to accomplish your work)

Domain of strategic planning for collaborative sustainability

- **Strategies/programs** (what initiatives represent the most efficient and effective use of resources to address community health needs that are within your niche)

Domain of long-range program planning



Collaborative Sustainability Definition



“Collaborative Sustainability refers to

Shorthand: “Maintaining collaborative’s capacity to address community health needs.”

Examples of What can Change?

- Staffing
- Coalition Membership Commitment
- Support Organizations
- Funding Availability
- Political Support
- Leadership



- Program Priorities
- Community Leadership

Why is this collaborative sustainability planning process important?



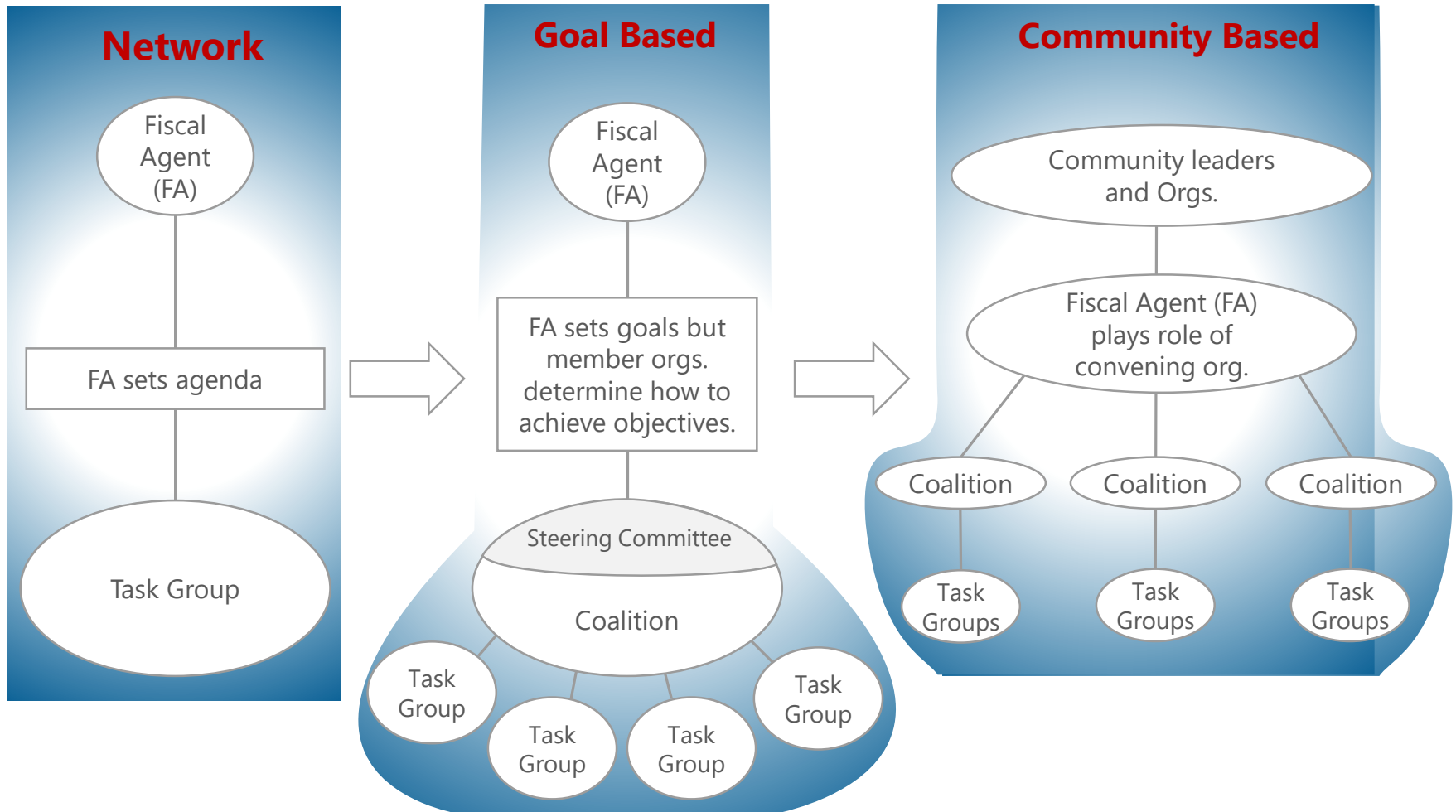
Community Benefits of Sustainability

- Promotes leveraging of community resources to address critical community health needs
- Helps ensure that collaborations can provide an effective response to community opportunities
- Helps attract and maintain skilled coalition staff



- Improves ability to successfully implement and maintain environmental and other population based changes
- Positions coalition to successfully apply for additional community grants or other resources
- Reduces silos in community

Types of Coalitions and Growth



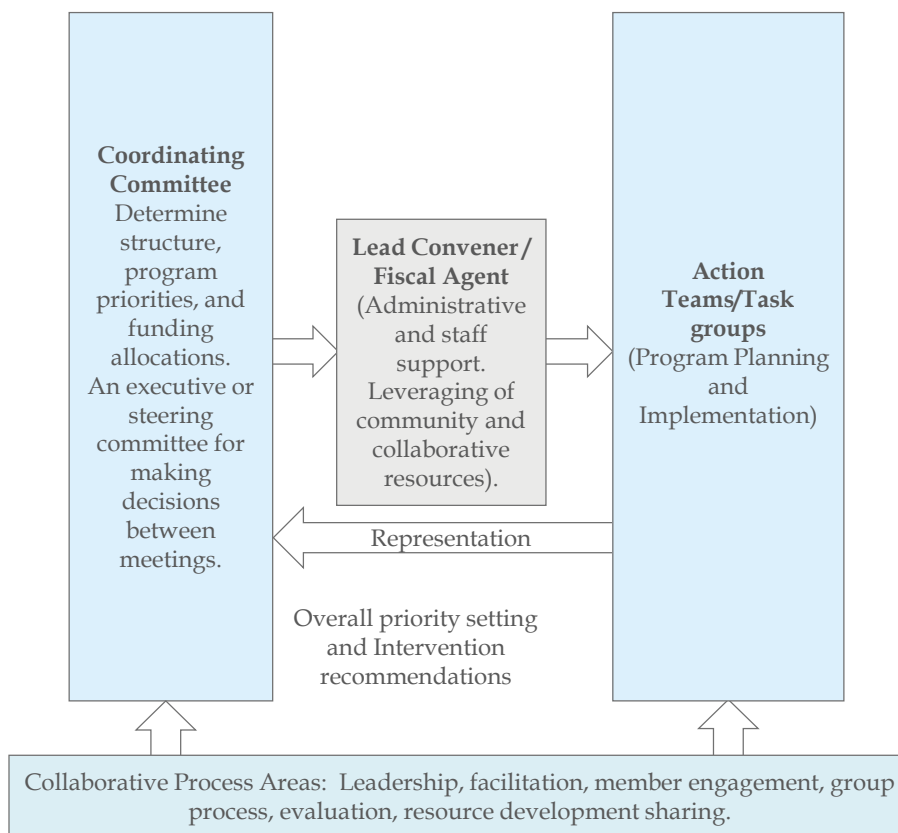
Awardee Situations

- Do we want to sustain our coalition beyond our current funding timeline?
- If yes, do we want to be the leads for a sustainability initiative, or should it be some other organization.
- Should we work to develop a new 501c3 to serve as a facilitator for this work?
- If we already have an existing sustainability initiative in place, how can we use this opportunity to improve performance?

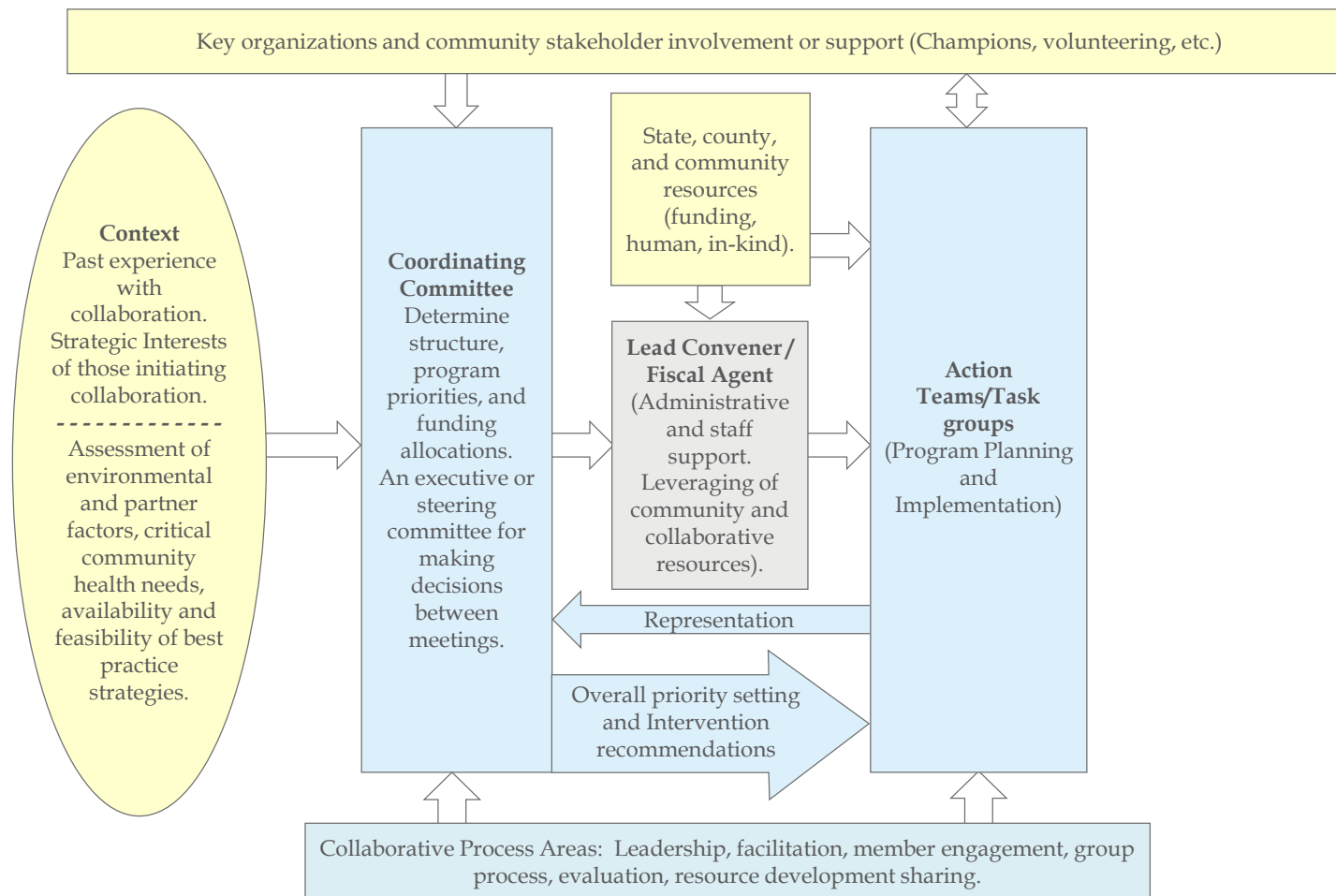
Summary CS Operational Flowchart

**Lead Convener /
Fiscal Agent**
(Administrative
and staff
support.
Leveraging of
community and
collaborative
resources).

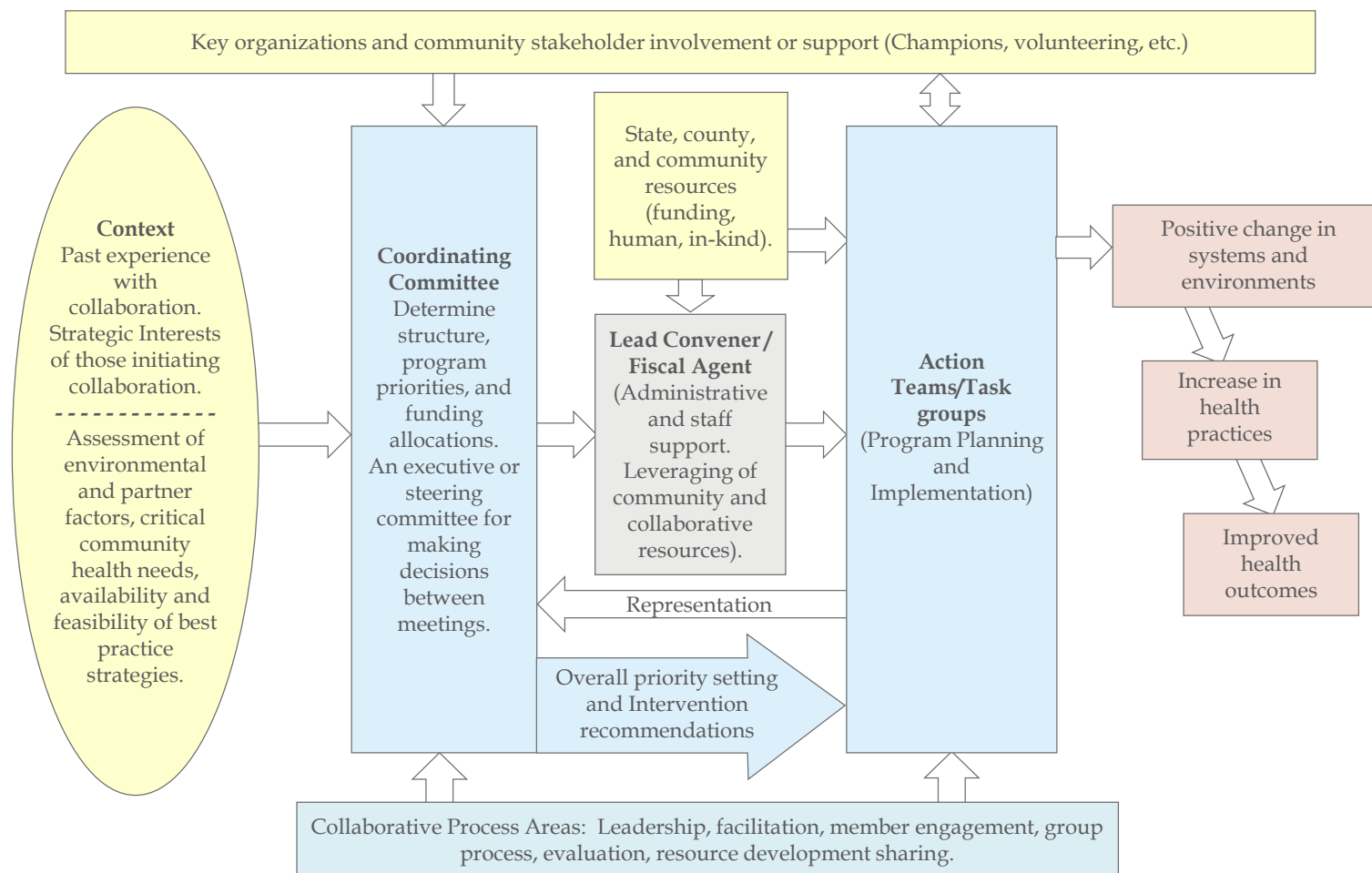
Summary CS Operational Flowchart



Summary CS Operational Flowchart



Summary CS Operational Flowchart



Organizational Capacity - Nurturing a Strong Lead Agency



Elements of a Convening Organization or Infrastructure

- Fully supports sustainability goals.
- Serves as an objective broker of public health resources
- Able to solicit and accept funds from a variety of sources.
- Provides a strong internal infrastructure, effective staff support and undertakes coalition training functions
- Has the capacity to shift priorities to accommodate changes in goals, funding, leadership, and community needs



Fiscal Agent

- Belief in collaboration
- Effective and timely at managing funds
- Has “deep pockets” or at least a reserve of resources



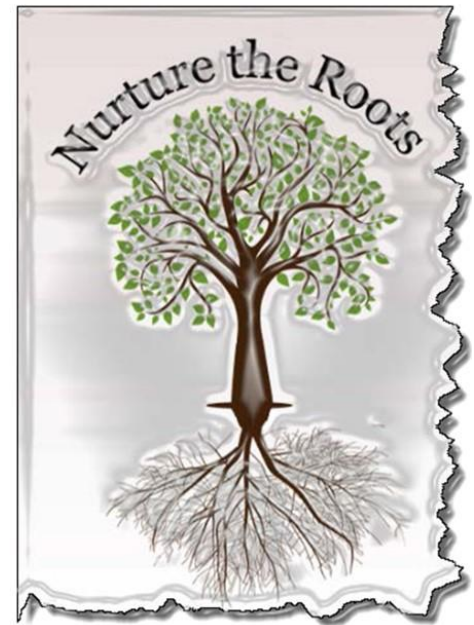
Staff Role

- Serve as a process champion, catalyst and facilitator for coalition and partnership activities.
- Play a lead role in ensuring that internal communication, such as agenda development and program planning takes place.
- Provide logistical support for planning and meeting efforts.
- Ensure that members are engaged in keeping with their skills, interests, and resources.



Strong Partner Support

Strong leadership, support and participative governance from key partner stakeholders and organizations



Examples of Frameworks Documents

- Vision, mission, and goal statements
- Leadership and member roles, responsibilities, and performance standards (organizational chart)
- Training and new partner orientation materials
- Coalition, Steering/executive committee agenda and notes
- Work/task groups training documents
- Project Plans
- Meeting notes
- Operating policies (SOPs), bylaws, meeting ground rules



Maximizing Resource Development

- Clarify Community Needs
- Point to Results
- Identify Potential Resources
- Demonstrate a Strong Collaboration

Funding Sources--Examples

- County, State or Federal Funding Opportunities
- Membership Dues or Contributions
- Blended and Braided Funding
- Hospital Community Benefits
- Wellness Trusts
- Foundations
- Corporations
- Philanthropy / Individual or Social Club Donations
- Special events

Communication to Support Sustainability

Key Areas of Communication

Internal



Community-wide



Program Specific

Purpose of Internal Communication

- Communicates a clear sense of shared vision and purpose
- Keeps work on track and coordinate coalition tasks
- Recognizes those who have contributed
- Promotes an overall sense of accomplishment and of the coalition moving ahead



Purpose of Community-wide Communication

- Promotes decision-maker buy-in of coalition vision, mission, and plans
- Conveys the sense that coalition funds and other resources are being used wisely
- Increases chances that new funding or other resource development opportunities will become available
- Establishes leader stakeholder champions (Why is this important?)



Opportunity for Shared Learning

- Opportunity for team building
- Encourages shared language
- Enhances networking
- Strengthens member resume
- Improve capacity for contributing to work
- Help member make contacts for future job opportunities



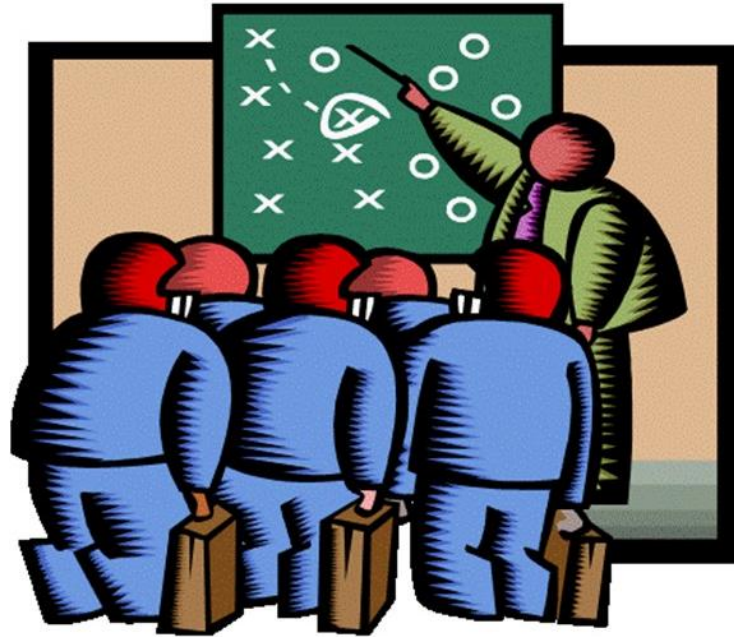
Evaluation of Sustainability Plan Outcomes



Evaluation of Sustainability Plan Outcomes

- Degree to which responsibilities are matched with skills, interests, and resources
- Degree to which partners include those to be reached by strategies
- Quality of leadership of decision-making and task groups
- Number of partners that have commitments in writing (e.g., MOU)
- Presence of clear, functional operating policies or bylaws
- Degree to which partners, stakeholders, and coalition members are fully participating in sustainability structures and efforts

You Need a Plan!



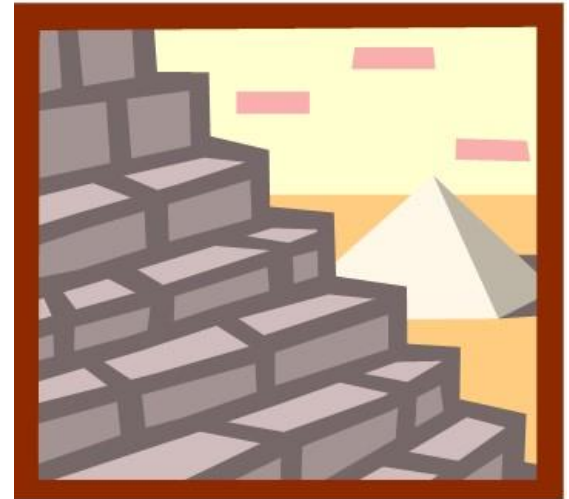
Why create a plan?

- Gets everyone on board
- Helps create a shared vision
- Enables all partners to feel part of the effort
- Promotes accountability for plan objectives and activities



Planning Group Development Steps

- Identify an independent planning group for developing a sustainability plan
- Solicit diverse representation from outside the coalition (WHO?)
- Consider using a professional facilitator to enhance discussion and problem solving
- Agree on sustainability definition and what sustainability should look like



Proposed Elements of an Internal Strategic Plan

- Identify external opportunities and threats related to the coalition's mission or work.
- Identify infrastructure and operational components that will allow you to be responsive to those needs in the long run.
 - Mission, vision, values (program guidelines)
 - Structure
 - Governance
 - Operations



Proposed Elements of an Internal Strategic Plan (Cont.)

- Document goals, objectives, and activities to address that area.
- Include action plan that identifies the who, what, where, when and how much (amount of time and resources) of an activity.
- Describe how you will monitor and evaluate progress (communicate with those responsible for activities to ensure progress).
- Communicate progress to members and key stakeholders.





STEP 8: Healthy Carrolton City (HCC) Develops a Sustainability Plan

SUSTAINABILITY PLAN OUTLINE

I. Executive Summary

- Organizational and/or program history (brief)
- Definition of sustainability
- Description of who was involved
- Summary of efforts for which sustainability is an issue
- Goals, needs, and costs for efforts being continued

II. Situational Analysis

- Organizational strengths as they relate to positioning
- Current picture/pending items

III. Criteria to Determine Program Value-Added Benefits

- Identify what elements will be used to determine criteria (e.g., population reached, evidence of effectiveness, broad support)

IV. Sustainability Planning Goal(s)

- Efforts to continue
- Efforts to revise and continue
- Efforts to ask another organization to continue

V. Sustainability Strategies

- Describe any organizational or structure changes
- Recruit program champions and partners
- Marketing and public relations
- Funding
- Communication of justification matrix

VI. Action Plan by Strategy

- Develop SMART objectives for organizational and strategies
- Develop action plan and timetable

Meeting Close

*Thank
you!*