Opportunities for Sustainability

A Sustainability Action Plan Template

Rural Network Health IT Workforce Grantees

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# Background and Purpose

Rural Health Innovations (RHI), LLC is a subsidiary of the National Rural Health Resource Center (The Center), a non-profit organization. Together, RHI and The Center are the nation’s leading technical assistance (TA) and knowledge centers in rural health. In partnership with The Center, RHI enhances the health of rural communities by providing products and services with a focus on excellence and innovation. RHI is providing TA to the Rural Network Health IT Workforce grantees through a contract with the Federal Office of Rural Health Policy.

Sustainability of rural health networks is determined by how productive the organization is in achieving its objectives and goals and how successfully it has positioned itself for the future. For this *Opportunities for Sustainability: A Sustainability Action Plan Guide*, sustainability is defined as the ability to achieve desired outcomes and financial viability through implementation and deployment of the organization’s business plan.

The *Opportunities for Sustainability: A Sustainability Action Plan Guide* is designed to support rural health network leaders in both developing and writing action plans for network sustainability. There are three components within this guide for sustainability:

* Organizational Profile
* Sustainability Action Plan Assessment
* Opportunities for Sustainability (OFS) Action Plans

Instructions

To use this template as your grant Sustainability Plan deliverable, follow instructions below:

1. Remove the **Background and Purpose** and this **Instructions page** within the first two pages of this template document.
2. Change the footer to reflect your network/program name
3. Complete the **Organizational Profile Template** to reflect appropriate and specific network organization information.
4. Complete the **Sustainability Planning Assessment** to reflect the current understanding of the network’s systems and identify OFSs.
5. Complete **3 OFS Action Plans** to reflect initiatives that will address the selected OFSs and move the network toward its vision and sustainability.

# Organizational Profile

**Network Description**

Vision: (<50 words)

Mission: (<50 words)

**Strategic Thinking**

Environmental Analysis: (top 3-4)

* Blocks
* Levers

Strategic Objectives: (<6 objectives/strategies or outcomes)

**Marketing Thinking**

Market Analysis: (<100 word description of each)

* Environment:
* Member Needs:

List of network services with value propositions: (list by service and member or partner)

Promotion and Communication: (top 3-5 messages)

Delivery: (describe by service)

**Operations Review**

Leadership Strengths: (<10 word description of each)

Key Initiatives: (top 5-10 initiatives)

Key Resources and Infrastructure: (top 5-10 resources or infrastructure that is in place and operational)

Key Partners: (<30 words per partner)

Key Results: (top 3-5 key measures)

**Financial Outlook**

Three-year net income forecast: (by network service if appropriate)

# Sustainability Action Planning Assessment

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| **Sustainability Action Planning Assessment** | **Self-Rating** |
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| **Strategic Thinking** |
| Network mission and vision are complete and have been communicated organization-wide. | 5 – 4 – 3 – 2 – 1 |
| Network has a formal strategic plan in place and is updated at least annually. | 5 – 4 – 3 – 2 – 1 |
| Network leadership uses a systems framework for planning to ensure a holistic approach. | 5 – 4 – 3 – 2 – 1 |
| Network has gathered information on member needs and community health needs and incorporated this knowledge into its decision making strategies. | 5 – 4 – 3 – 2 – 1 |
| Network leadership includes non-traditional health care organizations as members, partners, or advisors such as, schools, allied health organizations, public health and community development organizations. | 5 – 4 – 3 – 2 – 1 |
| **Marketing Thinking** |
| Network leadership is aware of regional and national trends in the health care industry that could impact the network organization or its members. | 5 – 4 – 3 – 2 – 1 |
| Network communicates the strategic plan organization-wide and to its partners. | 5 – 4 – 3 – 2 – 1 |
| Network utilized planned communication to capture and share network activities with members, partners, and the community. | 5 – 4 – 3 – 2 – 1 |
| Network creates collaborative environments for members to share knowledge, solve problems and pursue opportunities. | 5 – 4 – 3 – 2 – 1 |

# Leadership and Operations Review

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| **Leadership and Operations** |
| Network leadership has been stable for at least 2 years. | 5 – 4 – 3 – 2 – 1 |
| Network Board works with formal By Laws and Membership Agreement. | 5 – 4 – 3 – 2 – 1 |
| Network measures and forecasts financial income and expense. | 5 – 4 – 3 – 2 – 1 |
| Network utilizes a measurement tool to effectively monitor and evaluate strategies and program data such as, Balanced Scorecard, dashboards and logic model. | 5 – 4 – 3 – 2 – 1 |
| Network leadership utilizes a staff satisfaction process. | 5 – 4 – 3 – 2 – 1 |
| Network leadership provides education and opportunity to staff to support a change-ready and adaptable workforce. | 5 – 4 – 3 – 2 – 1 |
| Network organization routinely uses process improvement tools and techniques, such as, lean processes, plan-do-study-act methods, value proposition needs assessments and process improvement initiatives. | 5 – 4 – 3 – 2 – 1 |
| The network systematically reviews procedures and processes to ensure appropriate infrastructure is in place and functioning. | 5 – 4 – 3 – 2 – 1 |

# Financial Outlook

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| **Financial Outlook** |
| Network has a financial plan that includes strategies to obtain non-grant funding as well as financial support from network members. | 5 – 4 – 3 – 2 – 1 |
| Network leadership calculates financial impact of the network such as, cost savings/revenue ratio, member return on investment ratio and community economic impact analysis. | 5 – 4 – 3 – 2 – 1 |
| Network has financial cash reserves in place to support new product or service development. | 5 – 4 – 3 – 2 – 1 |
| The network has diverse revenue streams in place including two or more of the following; member dues, fee for services, product sales, grants and donations.  | 5 – 4 – 3 – 2 – 1 |
| The network reports and disseminates evaluation and impact results to members and partners. | 5 – 4 – 3 – 2 – 1 |

# Sustainability Action Plan

| **Sustainability Action Plan** |
| --- |
| **Business Plan Category:** (*for selected OFS, list business plan category)***Selected Key Opportunity for Sustainability (OFS):** *(write out selected OFS question)* |
| **Selected OFSs and Actions for Change:***(3-5 actions over 6-12 months)* | **Who Will Implement:**  | **Start Date**  | **Anticipated Completion Date** |
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