

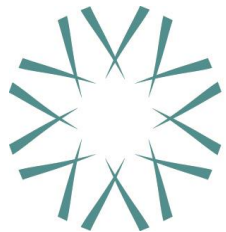
Network Sustainability: How are we doing? 2018 Results

Network TA Team

October 25, 2018

Rural Health Innovations' Purpose

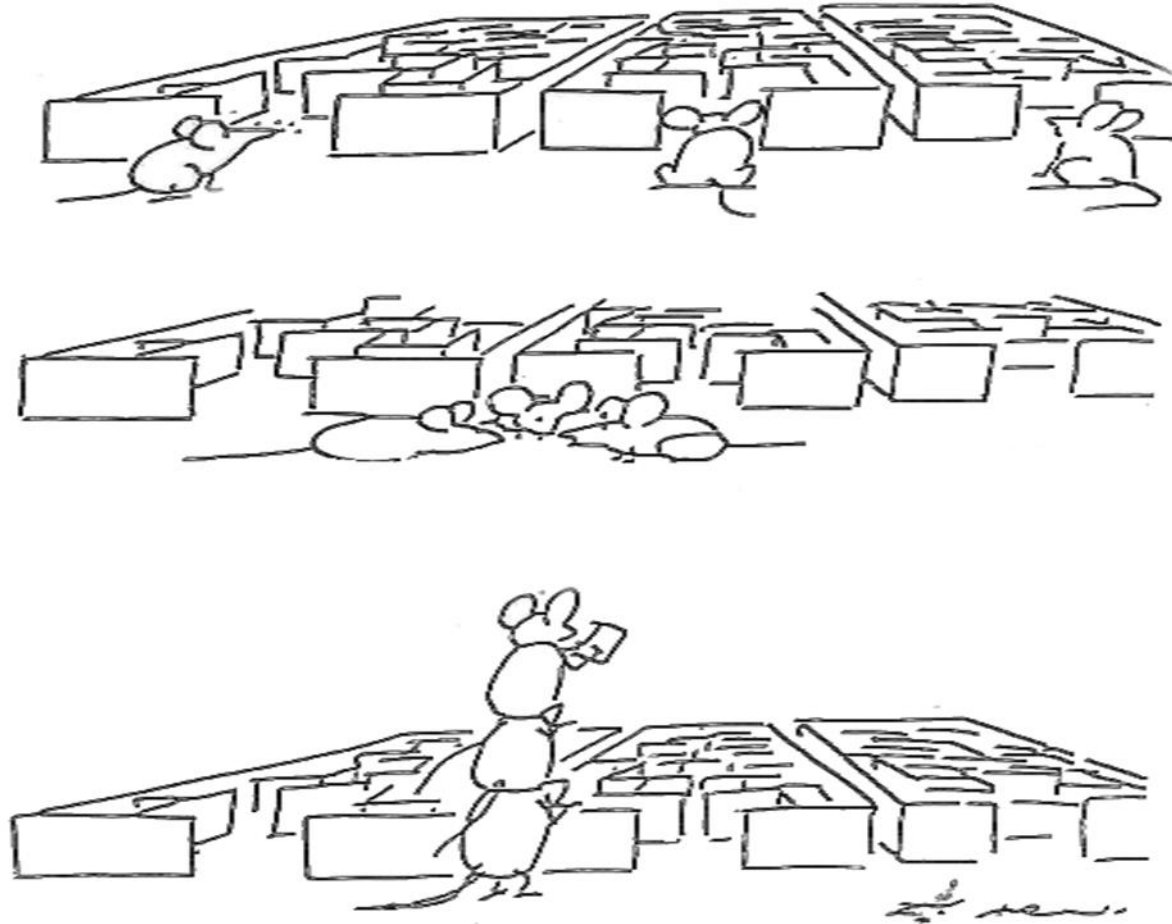
Rural Health Innovations (RHI), LLC, is a subsidiary of the National Rural Health Resource Center (The Center), a non-profit organization. Together, RHI and The Center are the nation's leading technical assistance and knowledge centers in rural health. In partnership with The Center, RHI connects rural health organizations with innovations that enhance the health of rural communities.



NATIONAL
RURAL HEALTH
RESOURCE CENTER



We are Better Together



Agenda

- Where does the Network Sustainability Assessment come from?
- How are we doing?
- Share and learn: successes and challenges implementing sustainability activities
- What are tools and resources that would help your network reach toward sustainability?

Starting in 2014



Evalytics, LLC

Research, Program Evaluation, Consulting

What Do We Mean By “Sustainability”?

Sustainability is defined as the ability to achieve desired outcomes and maintain the ability to continue activities over time.

Systems of Infrastructure

Strategic systems

Marketing systems

Operations systems

Financial systems

Study Purpose

1. Develop a valid and reliable assessment instrument
2. Identify conceptual descriptions of network characteristics

Why these two purposes?

- Provides a method to measure progress
- Offers a tool to identify opportunities for improvement
- Creates a framework to innovate and implement those improvements

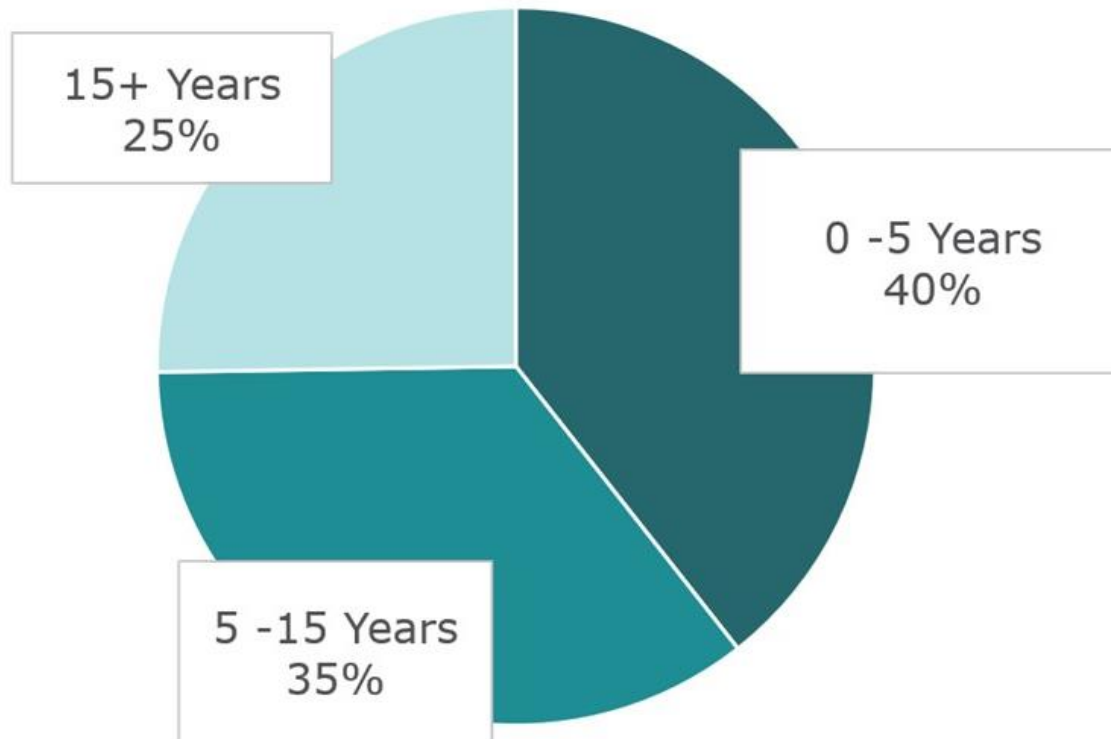
Who Did We Study?

- Over 100 rural health networks from across the country
- Range of size and maturity
- Diverse membership mixes

[Network Sustainability Assessment Study: Final Report 2018](#)

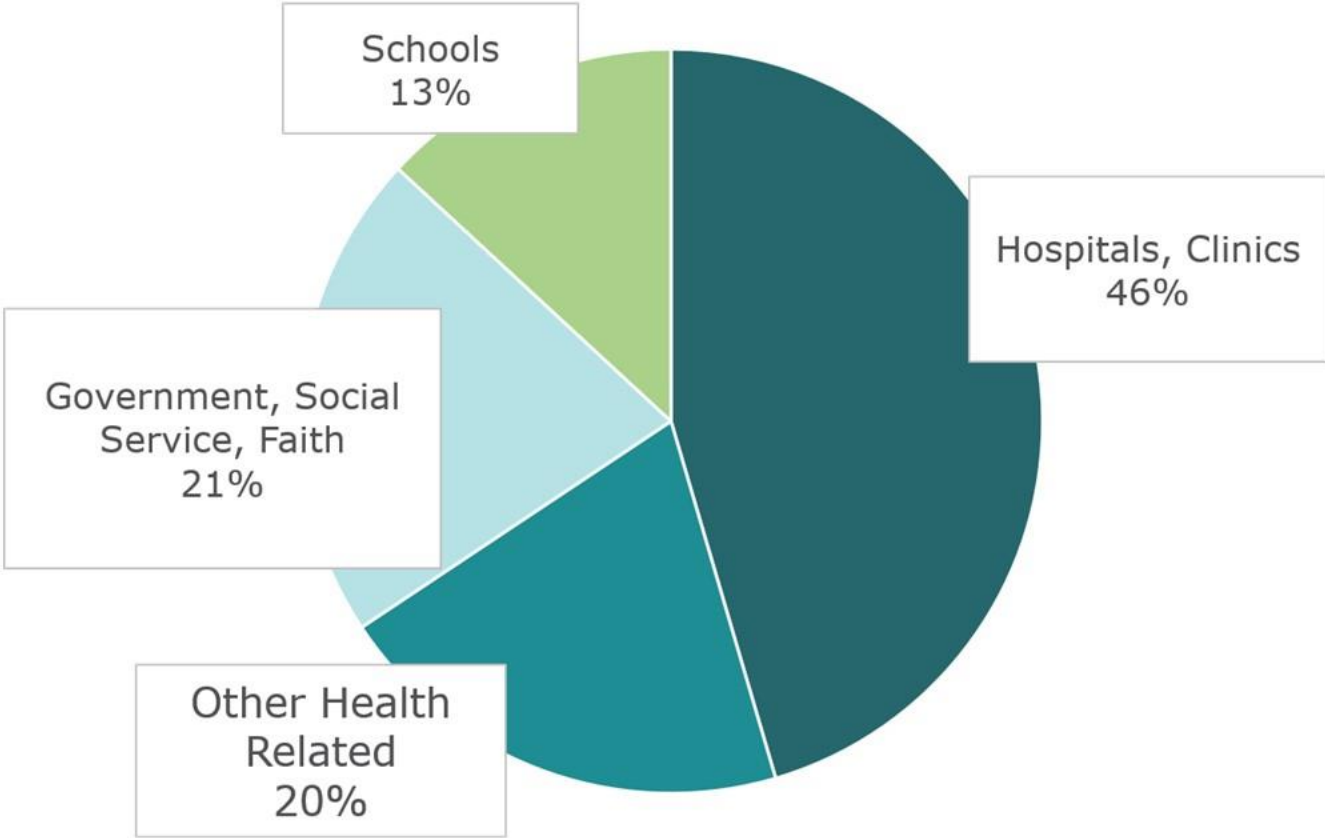
Participating Networks by Years of Existence

Network Organizations: Number of Years in Existence



Participating Networks Member-Types

Participating Networks: Member Types



Study Resulted in a Validated Assessment Tool

A statistically validated assessment gives us confidence to use the assessment as a tool for identifying opportunities for improvement.

Implications of a Changing Landscape

- Need for diversity
- Think about planning differently
- New relationships are necessary
- Retaining institutional knowledge is key
- Community leadership capacity needs strengthening
- Agents of change are needed to help with transition

Adapting and Innovating

It is not the strongest or the most intelligent who will survive but those who can best manage change.

Charles Darwin

Networks are a Solution



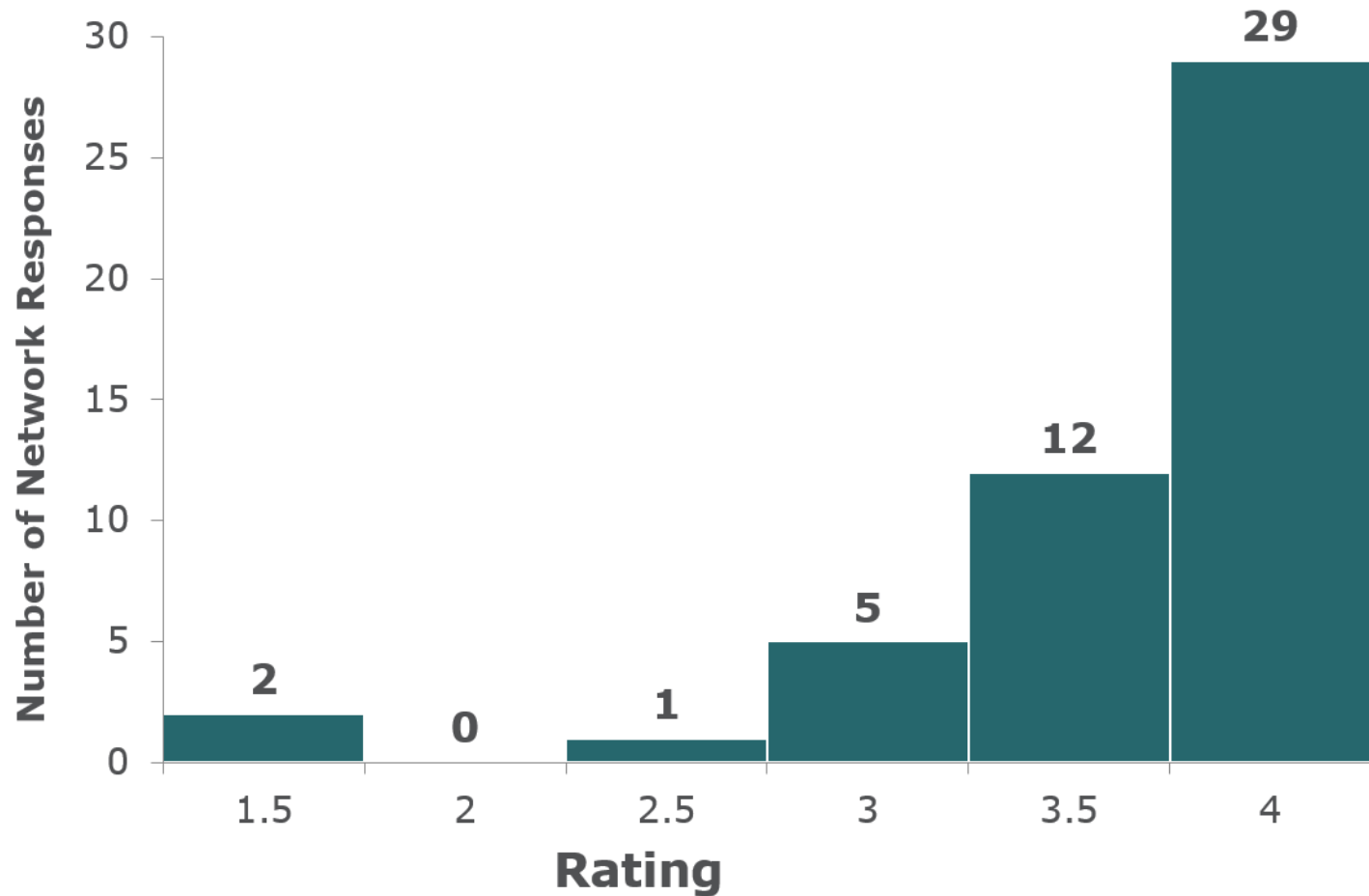
Five Characteristics of Sustained Networks

1. Collaborative Leadership
2. Member-Driven Decision Making
3. Effective Communication
4. On-going Evaluation and Measurement
5. Sound Financial Infrastructure

Collaborative Leadership

- Promoting trust within the network
- Being transparent with information
- Creating opportunities to share ideas and problem-solve together
- Keeping up with the health care trends that could impact members
- Developing partnerships that are aligned with the network's mission and vision
- Creating opportunities for innovation

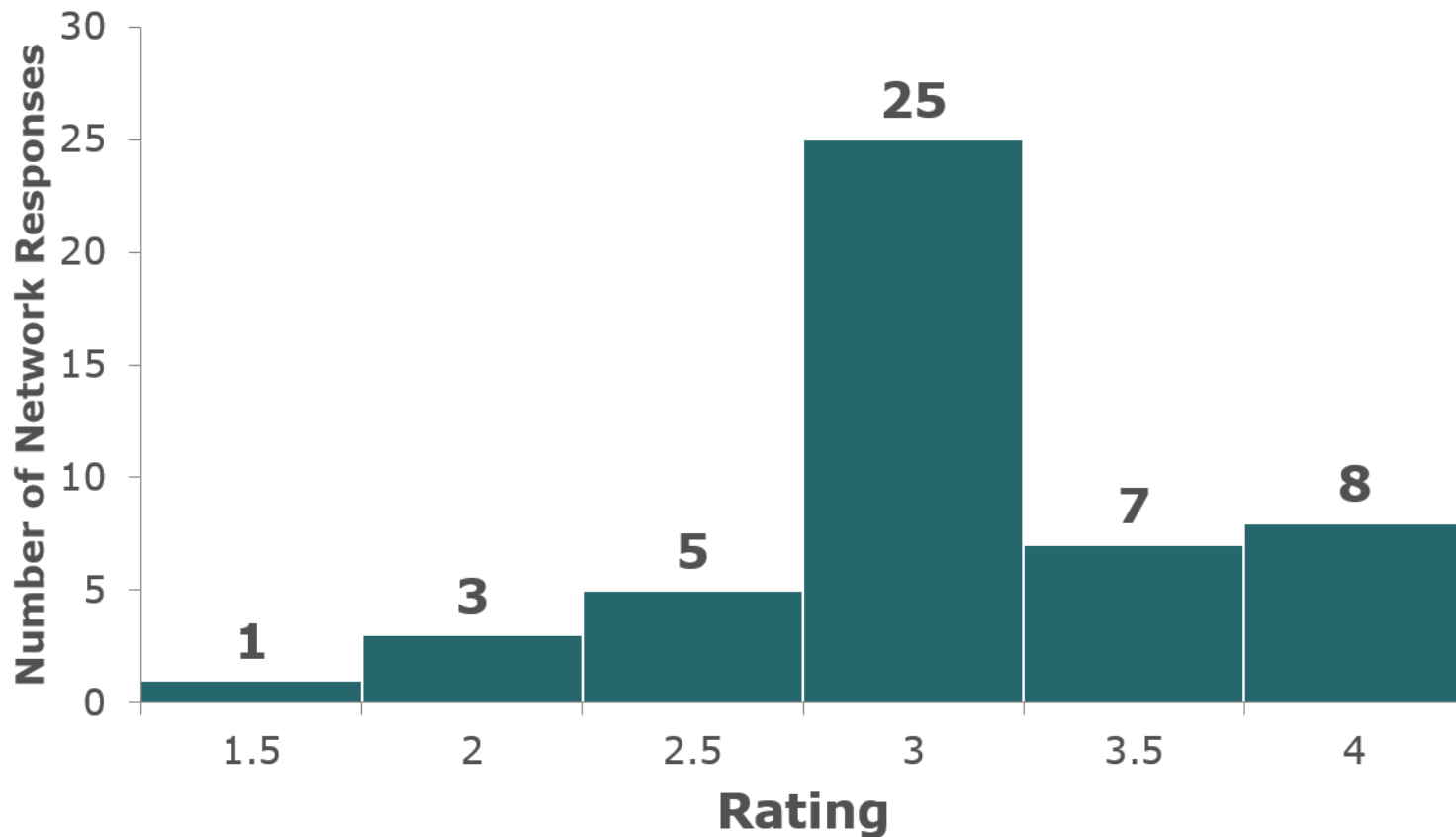
Collaborative Leadership: Avg = 3.51



Member-Driven Decisions

- Network's marketing plan incorporates member needs
- Marketing efforts are aligned with the network's mission and vision
- Network services are developed based on member needs
- Network continuously monitors progress toward marketing goals

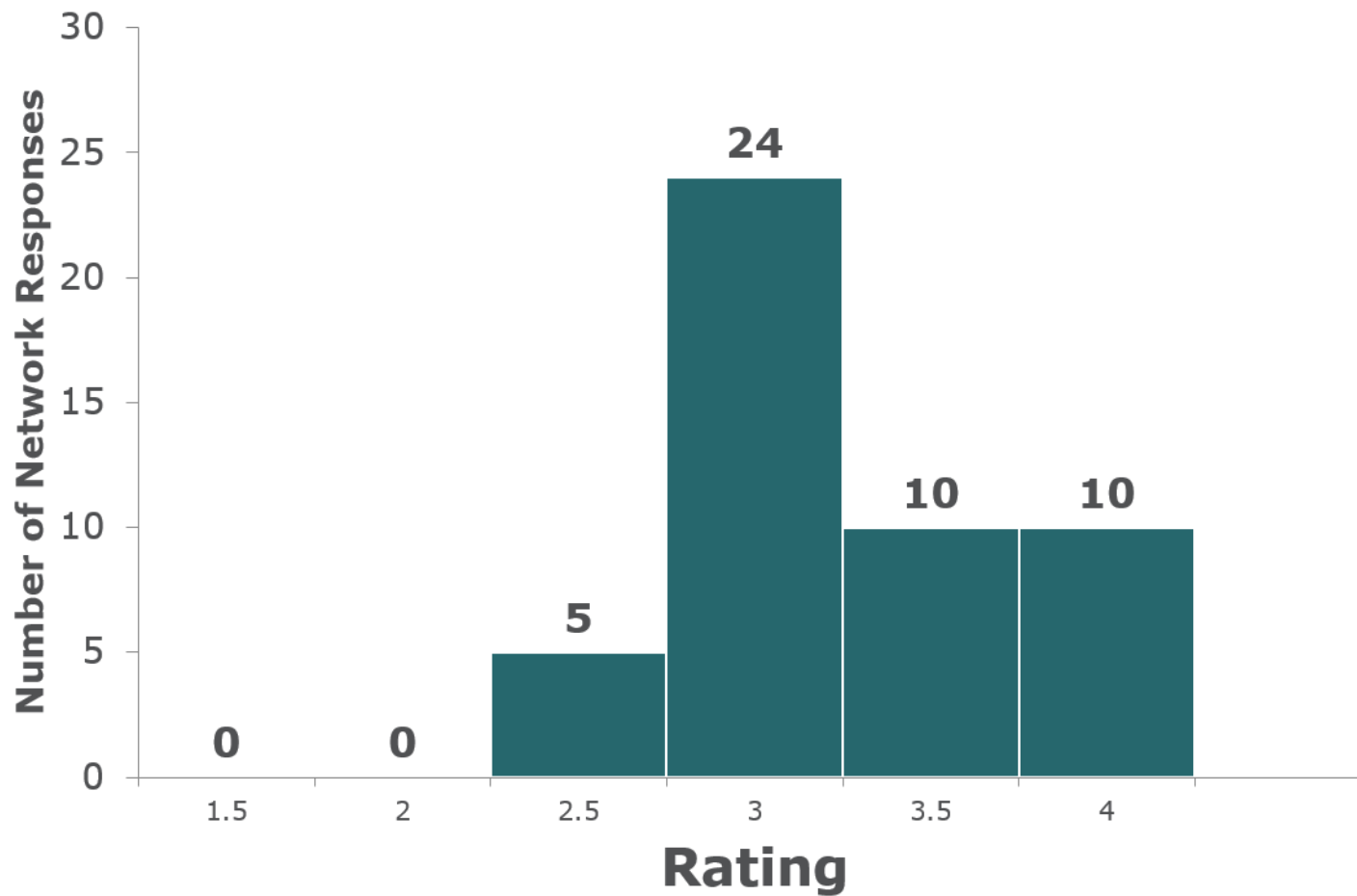
Member-Driven Decisions: Avg = 3.02



Effective Communication

- Communication planning is consistent with network goals and strategic objectives
- Network communication informs others about its mission, activities and key metrics
- Network continuously monitors progress toward communication goals
- Network board of directors reviews communication plan annually

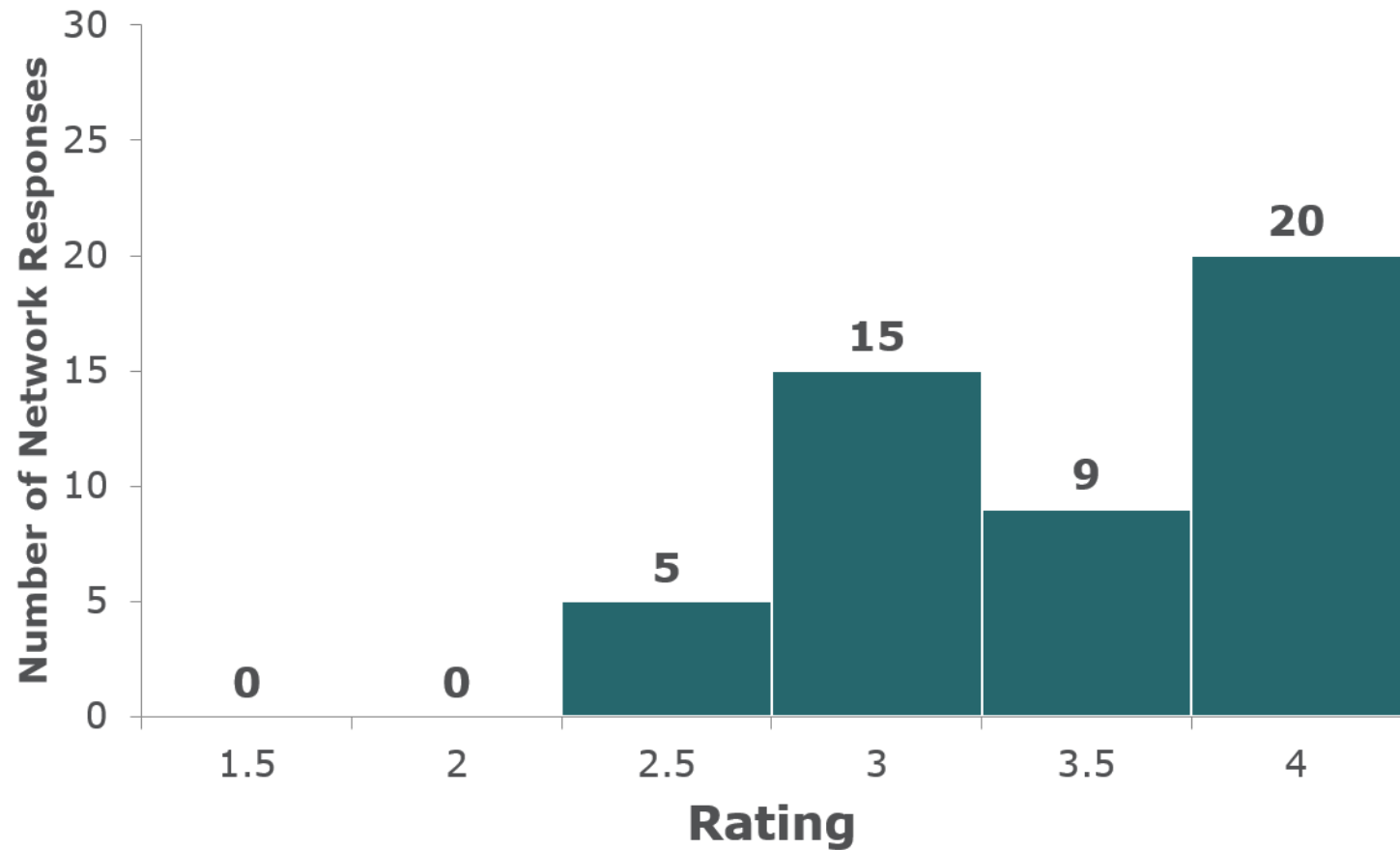
Effective Communication: Avg = 3.16



On-Going Evaluation and Measurement

- Network leadership is involved in development of evaluation measures
- Network evaluation plan is consistent with goals and strategic objectives
- Outcome measures show progress toward goals and strategic objectives
- Process measures show progress of projects and activities
- Evaluation results are regularly shared with members and stakeholders
- Network leadership monitors evaluation results quarterly

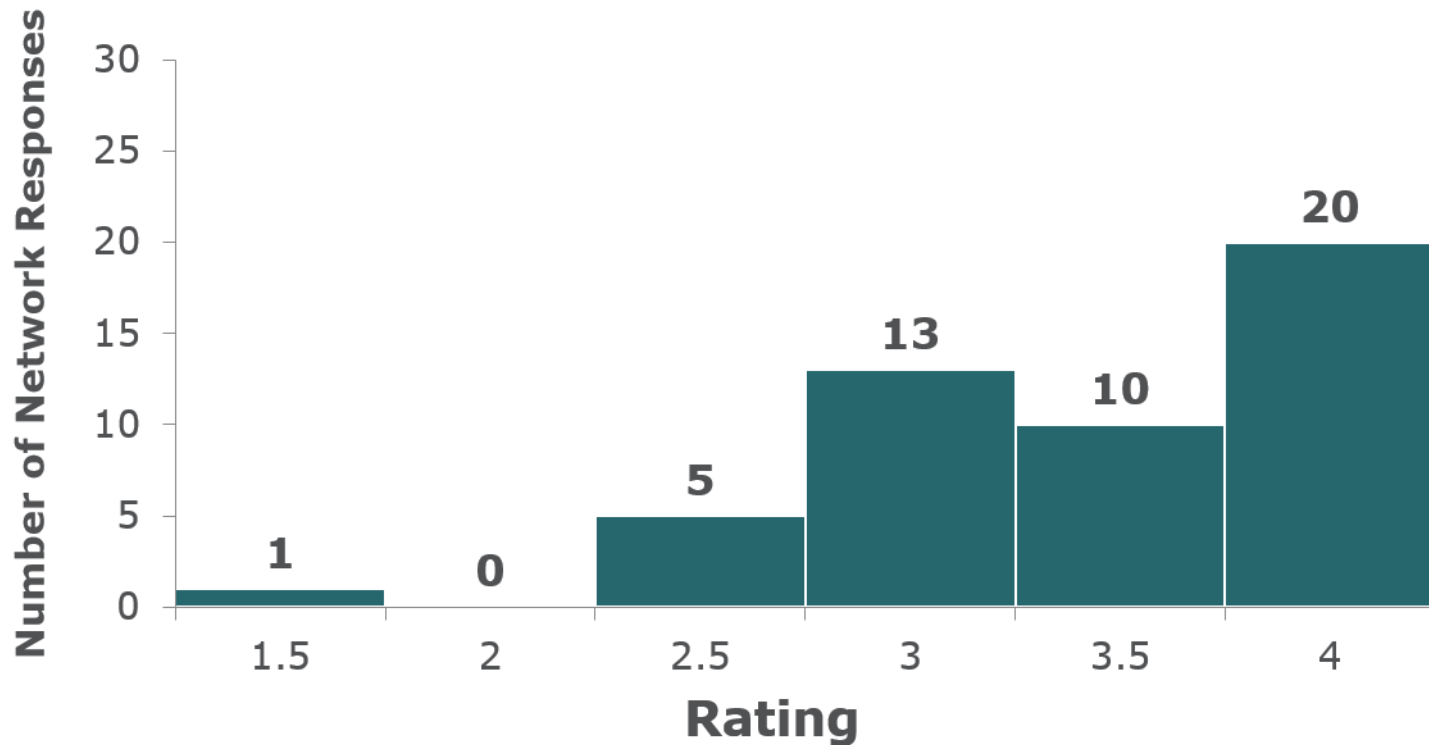
On-Going Evaluation & Measurement: Avg = 3.33



Sound Financial Infrastructure

- Network has financial systems and practices in place
- Legal requirements are met for financial record keeping
- Network leadership reviews financial statements regularly
- Cash resources are adequate for operations
- Financial expertise is available

Sound Financial Infrastructure: Avg = 3.33



Aiming for Sustainability



Roundtable Discussions

What is a challenge you have experienced, or a success you have implemented, related specifically to any of the network sustainability activities?

- Collaborative Leadership
- Effective Communication
- On-Going Evaluation and Measurement

Network TA Team

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Get to know us better:

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