Project Sustainability Action Plan Template

Rural Health Network Development Grantee Program

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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 a leading technical assistance and knowledge center 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 technical assistance (TA) to the Rural Health Network Development grantees through a contract with the Federal Office of Rural Health Policy (FORHP).

Sustainability is defined as the ability to achieve desired outcomes and maintain the ability to continue activities over time. [[1]](#footnote-2) Ultimately, program sustainability exists as the goal of FORHP grant funding.

The *Project Sustainability Action Plan Template* was created to provide support to Rural Health Network Development grantees in writing an effective sustainability plan.

The *Project Sustainability Action Plan Toolkit* provides a framework for rural health networks to actively plan for sustainability as network leaders deploy their networks’ business plans as well as assists grantees in meeting their Project Sustainability Plan grant deliverable. The toolkit consists of a Guide, Template, and Sample, and is supported with an educational webinar: [Action Planning for Sustainability](https://ruralcenter.sharepoint.com/networks/SitePages/Home.aspxhttps:/www.ruralcenter.org/rhi/network-ta/development/webinars/action-planning-for-sustainability) and is available on [RHI’s website](https://www.ruralcenter.org/rhi/network-ta).

This *Project Sustainability Action Plan Template* is designed for use in conjunction with the *Project Sustainability Action Plan Guide, and the* online [Network Sustainability Toolkit](https://www.ruralcenter.org/rhi/network-ta/sustainability-toolkit) which includes a [*Rural Health Network Sustainability Assessment*](https://www.ruralcenter.org/rhi/network-ta/sustainability-toolkit/assessment). This assessment acts as a data gathering tool and is a critical component to writing your Project Sustainability Action Plan.

## Instructions

Although a specific template for your sustainability plan is not required as part of the Rural Health Network Developmentgrant deliverable, we offer this template to provide a starting point and ideas in creating your report. Regardless, the following components of a sustainability plan are recommended:

**Organizational/Project Overview**

* + Network and Project Name
  + Mission and Vision

**Strategic Thinking**

* + Environmental Analysis
  + Project Goals and Strategic Objectives
  + Block and Levers

**Marketing Thinking**

* + Members and Customers
  + Target Markets
  + Member Needs
  + Competitors
  + Marketing Goals
  + Products and Services
  + Key Messages

**Operational Review**

* + Leadership Skills
  + Key Initiatives
  + Desired Experience and Relationship
  + Delivery
  + Key Resources and Infrastructure
  + Key Partners
  + Key Measures

**Financial Outlook**

* + 3-Year Net Income Forecast

**Rural Health Network Sustainability Assessment Results**

**Selected Opportunities for Sustainability**

* Opportunity for Sustainability Selection Methodology

**Opportunity for Sustainability Action Planning**

* + Selected Opportunity for Sustainability
  + OFS Characteristic Category
  + What will Success look like
  + Action Steps
  + Who Will Implement
  + Timeline
  + Needed Resources
  + Monitoring
  + Communication
  + Output
  + Dashboard

## Using the Template

To use this template for documenting your Project Sustainability Action Plan, complete the following steps:

* Revise cover page to display your network information including network name, location, authors of the report, and the date.
* Remove the “Background and Purpose”, “Instructions”, and “Using the Template” sections on pages [2-4](#_Background_and_Purpose) of this template document before EHB submission.
* Change footers to reflect your network name.
* Complete all sections of the template in the form of narratives, tables, diagrams, and charts as appropriate.
* Remove the “Instructions*”* above each table prior to EHB submission.
* Update the Table of Contents to reflect your new content.

## Organizational/Project Profile

**Instructions:** Add your network project information to the template below. Information needed for the Strategic Thinking section can be found in your strategic and business plans. Refer to page 9 of the *Project Sustainability Action Plan Guide*.

| Organizational/Project Profile | | |
| --- | --- | --- |
| **Network Name:**  **Project Name:** | | |
| **Vision:** | | **Mission:** |
| Strategic Thinking | | |
| **Environmental Analysis:** | | **Project Goals:** |
| **Blocks:** | **Levers**: | **Strategic Objectives:** |

**Instructions:** Add your network project information to the template below. Information needed for the Marketing Thinking section can be found in your marketing and business plans. Refer to page 10 of the *Project Sustainability Action Plan Guide*.

|  |  |
| --- | --- |
| Marketing Thinking | |
| **Members and Customers:** | **Target Markets:** |
| **Member Needs:** | **Competitors:** |
| **Marketing Goals:** | **Products and Services**: |
| **Key Message(s):** | |

**Instructions:** Add your network project information to the template below. Information needed for the Operational Review section can be found in your business plan and evaluation plan dashboard. Refer to page 11 of the *Project Sustainability Action Plan Guide*.

|  |  |
| --- | --- |
| Operational Review | |
| **Leadership Skills:** | **Key Initiatives:** |
| **Desired Experience and Relationship:** | **Delivery:** |
| **Key Resources and Infrastructure**: | **Key Partners:** |
| **Key Measures:** | |

**Instructions:** Add your network project information to the template below. Information needed for the Financial Outlook section can be found in your business plan and evaluation plan dashboard. Refer to page 12 of the *Project Sustainability Action Plan Guide*.

|  |  |  |  |
| --- | --- | --- | --- |
| Financial Outlook | | | |
| Summary of Forecasted Annual Net Income: Years 1-3 | | | |
| **Products and Services** | **Forecast Net Income**  (Revenue and Operational Costs)  ***Year 1 Year 2 Year 3*** | | |
| **Product or Service #1:** |  |  |  |
| **Product or Service #2:** |  |  |  |
| **Product or Service #3:** |  |  |  |
| **Total Forecasted Annual Net Income** |  |  |  |

## Rural Health Network Sustainability Assessment Results

**Instructions:** Add your network’s Rural Health Network Sustainability Assessment results to the template below. Refer to pages 14-15 of the *Project Sustainability Action Plan Guide*.

| Rural Health Network Sustainability Assessment Results | |
| --- | --- |
| **Network Characteristics** | **Score:**  % of Total Possible Points |
| Collaborative Leadership |  |
| Member-Driven Decisions |  |
| Effective Communication |  |
| Change-Ready and Adaptable Workforce |  |
| Continuous Improvement |  |
| On-Going Evaluation and Measurement |  |
| Sound Financial Infrastructure |  |
| **Overall Score** |  |

## Selected Opportunities for Sustainability

**Instructions:** Add your network’s selected opportunities for sustainability and selection methodology to the template below. Refer to page 16 of the *Project Sustainability Action Plan Guide*.

| Selected Opportunities for Sustainability (OFS) | | |
| --- | --- | --- |
| **Selected OFS:** | **Sustainable Network Characteristic** | **Network Rating**  (Slightly Disagree, Disagree, Strongly Disagree) |
| 1. |  |  |
| 2. |  |  |
| 3. |  |  |
| Opportunity for Sustainability Selection Methodology | | |
|  | | |

## Opportunity for Sustainability Action Plan #1

**Instructions:** Add your network information to the template below. Refer to pages 17-18 of the *Project Sustainability Action Plan Guide*.

*NOTE: Create a separate action plan for each opportunity for sustainability.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Opportunity for Sustainability Action Plan #1 | | | | |
| **Selected Opportunity for Sustainability (OFS):**  **OFS Characteristic Category:**  **What will success look like when your action plan is complete?** | | | | |
| **Action Steps:** | | **Who Will Implement:** | **Timeline:** | |
|  | |  |  | |
|  | |  |  | |
|  | |  |  | |
| **Action Steps:** | | **Needed Resources:** | | |
|  | |  | | |
|  | |  | | |
|  | |  | | |
| **Action Steps:** | **Monitoring:** | **Communication:** | | **Output:** |
|  |  |  | |  |
|  |  |  | |  |
|  |  |  | |  |

## Opportunity for Sustainability Action Plan #2

**Instructions:** Add your network information to the template below. Refer to pages 17- 18 of the *Project Sustainability Action Plan Guide*.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Opportunity for Sustainability Action Plan #2 | | | | |
| **Selected Opportunity for Sustainability (OFS):**  **OFS Characteristic Category:**  **What will success look like when your action plan is complete?** | | | | |
| **Action Steps:** | | **Who Will Implement:** | **Timeline:** | |
|  | |  |  | |
|  | |  |  | |
|  | |  |  | |
| **Action Steps:** | | **Needed Resources:** | | |
|  | |  | | |
|  | |  | | |
|  | |  | | |
| **Action Steps:** | **Monitoring:** | **Communication:** | | **Output:** |
|  |  |  | |  |
|  |  |  | |  |
|  |  |  | |  |

## Opportunity for Sustainability Action Plan #3

**Instructions:** Add your network information to the template below. Refer to pages 17- 18 of the *Project Sustainability Action Plan Guide.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Opportunity for Sustainability Action Plan #3 | | | | |
| **Selected Opportunity for Sustainability (OFS):**  **OFS Characteristic Category:**  **What will success look like when your action plan is complete?** | | | | |
| **Action Steps:** | | **Who Will Implement:** | **Timeline:** | |
|  | |  |  | |
|  | |  |  | |
|  | |  |  | |
| **Action Steps:** | | **Needed Resources:** | | |
|  | |  | | |
|  | |  | | |
|  | |  | | |
| **Action Steps:** | **Monitoring:** | **Communication:** | | **Output:** |
|  |  |  | |  |
|  |  |  | |  |
|  |  |  | |  |

## Dashboard

**Instructions:** Complete the table below. Refer to pages 14 and 19 of the *Project Sustainability Action Plan Guide.*

| Dashboard | | | |
| --- | --- | --- | --- |
| **Selected OFS:** | **Key Actions for Change:** | **Timeline:** | **Status:** |
|  | 1.  2.  3. |  |  |
|  | 1.  2.  3. |  |  |
|  | 1.  2.  3. |  |  |

1. Scheirer, M. A. (2005). Is sustainability possible? A review and commentary on emperical studies of program sustainability. *American Journal of Evaluation, 26*(3), 320-349. [↑](#footnote-ref-2)