



# Behavioral Health is Essential To Health



Prevention Works



Treatment is Effective



People Recover



SAMHSA-HRSA  
CENTER for INTEGRATED  
HEALTH SOLUTIONS

**Program Finance and Sustainability**

**September 13, 2016**



[integration.samhsa.gov](http://integration.samhsa.gov)

Slides for today's webinar are available on the CIHS website at:

<http://www.integration.samhsa.gov/mai-coc-grantees-online-community/webinars>



## How to ask a question during the webinar



If you are listening to this webinar from your computer speakers, please type your questions into the question box and we will address your questions. **(right)**

**THIS WEBINAR IS BEING RECORDED**





# **Program Finance and Sustainability**

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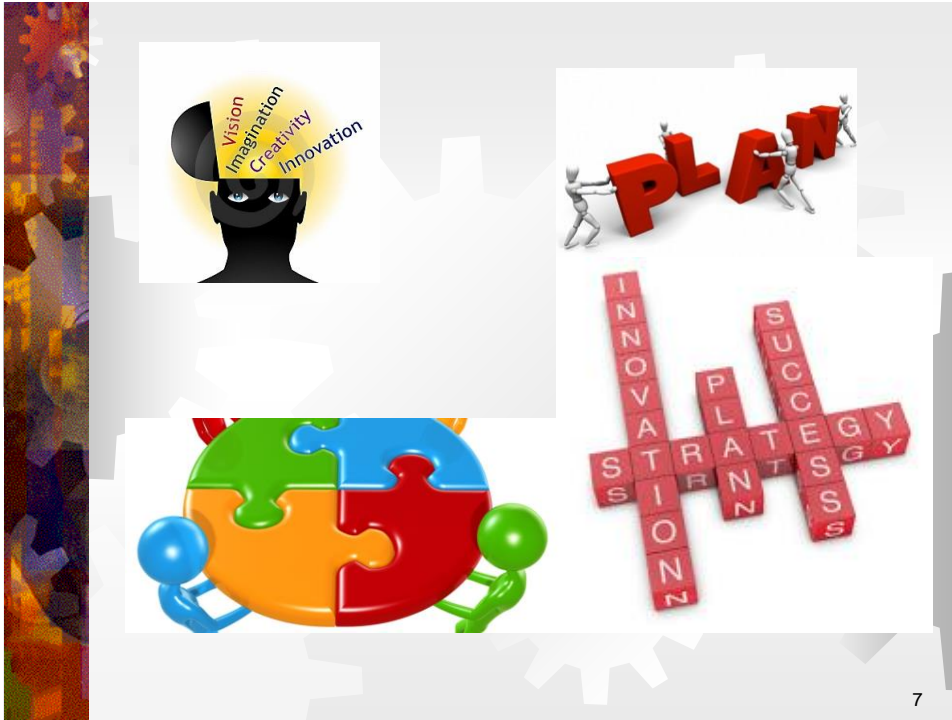
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## **Definition Sustainability**

- ☀ **Maintain and sustain services in order to fulfill its mission**

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## Steps towards a strategic sustainability planning process

- ☀ Form a committee
  - Rep from Board of Directors
  - Rep from Advisory Board
  - Stakeholders
  - Program Champions
  - Consumers
  - Representatives from CBOs with MOUs
  - Key Staff

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## Steps towards a strategic sustainability planning process

- ☀ Review your organizations vision and mission statements
  - ✿ “What would happen if this organization went away?”

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## Steps towards a strategic sustainability planning process

- ☀ Complete a SWOT Analysis

	Helpful	Harmful
Internal	Strengths S	Weaknesses W
External	Opportunities O	Threats T

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# SWOT Analysis

	Positives	Negatives
<b>Internal</b> <ul style="list-style-type: none"> <li>Human resources (staff and program effectiveness)</li> <li>Physical resources</li> <li>Financial resources</li> <li>Activities and processes</li> <li>Program evaluations and performance process and outcome data reported to SAMHSA</li> <li>Co-location or integration of services</li> <li>Past experiences</li> </ul>	<b>Strengths</b> What are your own advantages, in terms of people, physical resources, finances? What do you do well? What activities or processes have met with success?	<b>Weaknesses</b> What could be improved in your organization in terms of staffing, physical resources, funding? What activities and processes lack effectiveness or are poorly done?
<b>External</b> <ul style="list-style-type: none"> <li>Competition (similar missions, developments in other organizations that can impact agency)</li> <li>Future trends - in your field</li> <li>The economic trends</li> <li>Funding sources (foundations, donors, legislatures)</li> <li>Social, cultural and demographic trends (how does this connect to your health disparities impact statement?)</li> <li>The physical environment</li> <li>Political climate</li> <li>Legislation</li> <li>Local, national, or international events</li> <li>What is the environment? Community response to program?</li> </ul>	<b>Opportunities</b> What possibilities exist to support or help your effort - in the environment, the people you serve, or the people who conduct your work? What local, national, or international trends draw interest to your program? Is a social change or demographic pattern favorable to your goal? Is a new funding source available? Have changes in policies made something easier? Do changes in technology hold new promise?	<b>Threats</b> What obstacles do you face that hinder the effort - in the environment, the people you serve, or the people who conduct your work? What local, national, or international trends favor interest in other or competing programs? Is a social change or demographic pattern harmful to your goal? Is the financial situation of a funder changing? Have changes in policies made something more difficult? Is changing technology threatening your effectiveness?

<http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/swot-analysis/tools>


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## Program Sustainability Assessment Tool

- **Environmental support** (having supportive internal and external climate for your program)
- **Funding stability** (Establishing a consistent financial base for your program)
- **Partnerships** (Cultivating connections between your program and its stakeholders)
- **Organizational capacity** (Having the internal support and resources needed to effectively manage your program and its activities)
- **Program evaluation** (Assessing your program to inform planning and document results)
- **Program adaptation** (Taking actions that adapt your program to ensure its ongoing effectiveness)
- **Communications** (strategic communication with stakeholders and the public about your program)
- **Strategic planning** (Using processes that guide your program's direction, goals and strategies)

Program Sustainability Assessment Tool

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## Steps towards a strategic sustainability planning process

### ☀ Draft a plan:

- What does a sustainable program look like?
- Review what has worked?
- What modifications must be done?
- Outreach to maintain referrals
- Program design change?
  - Staffing and personnel resources
  - Partners
  - Fiscal (Financial sustainability committee)

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## Developing a financial sustainability committee

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***A financial sustainability committee*** is a group that helps you raise money or obtain goods for your project

Community Tool Box: <http://ctb.ku.edu>

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***Advantages of a financial sustainability committee:***

- Obtain resources
- Ease the transition between funding sources
- Meet funder's requirements
- Allow staff to properly focus time and energy

Community Tool Box: <http://ctb.ku.edu>

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## **When should you develop a financial sustainability committee:**

- Funding is uncertain
- Your group does not have all the resources it needs

Community Tool Box: <http://ctb.ku.edu>

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## **Tasks of a financial sustainability committee?**

- Review current fiscal strengths and assets with the ability to diversify
  - Becoming a line item in an existing budget
- Review alternative funding
  - Grants
  - State and Federal funding
  - Local and community foundations
  - Donations and fundraisers
  - Fee for service?
    - Private pay (sliding scale); Medicaid; Medicare; Private insurance; Federal health insurance marketplace (exchanges)
  - In-kind
- Billing system to maximize revenue
- Electronic Health Records
- Determine if the organization needs to modify financial structure.

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## Strategic Sustainability Planning Process

- Complete final review and include additional recommendations from Board.
- Have a back-up plan
- Review how the fiscal plan fits with the strategic sustainability plan
- Incorporate a review process for updates and changes.
- Do a final redraft and Board vote.
- Review and update at least biannually.

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## Resources

- SAMHSA-HRSA Center for Integrated Health Solutions <http://www.integration.samhsa.gov/>
  - Program Sustainability Assessment Tool
    - <http://www.integration.samhsa.gov/news/articles/2013/08/30/program-assessment-sustainability-tool> or access directly at: <https://sustaintool.org/assess>
- [Affordable Care Act and HIV/AIDS](https://www.aids.gov/federal-resources/policies/health-care-reform/)
  - <https://www.aids.gov/federal-resources/policies/health-care-reform/>
- Developing a Sustainable Business Model: Legacy Community Health's Transition to Becoming an FQHC
  - [http://hivclinician.org/wp-content/uploads/2015/02/FQHC\\_Legacy-Health-Case-Study.pdf](http://hivclinician.org/wp-content/uploads/2015/02/FQHC_Legacy-Health-Case-Study.pdf)

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## Resources


- \* Enhancing the sustainability of Ryan White-Funded AIDS Service Organizations and Community Based Organizations
  - \* [https://www.aidsunited.org/data/files/Site\\_18/NCIH\\_C%20ASO%20Sustainability%20Brief.pdf](https://www.aidsunited.org/data/files/Site_18/NCIH_C%20ASO%20Sustainability%20Brief.pdf)
- \* How Can AIDS Service Organizations Diversify Funding and Reach More People Under the Affordable Care Act?
  - \* <http://www.thebodypro.com/content/75322/how-can-aids-service-organizations-diversify-fundi.html>

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## Resources

- \* Health Information Technology
  - \* <https://www.healthit.gov/>
- \* Community Toolbox: Planning for Sustainability
  - \* <http://ctb.ku.edu/>
- \* Philanthropy News Digest: The Sustainable Nonprofit
  - \* <http://philanthropynewsdigest.org/columns/the-sustainable-nonprofit?id=94500017>
- \* Securing Your Organization's Future: A Complete Guide to Fundraising Strategies by: Michael Seltzer

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## Resources for Sustainability

- Essential Guides to Sustainability, Succession and Transition Planning, National Association of Community Health Centers, August 2013
- Strategies for Sustainability of Grant-funded Programs, Kathleen Riggs, Families and Communities, Utah State University Cooperative Extension, October 2012

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## Grant Resource

- SAMHSA-HRSA Center for Integrated Health Solutions, Sustainability of Integrated Care
  - SAMHSA MAI CoC Grantee Virtual Meeting July 21, 2016
  - [http://www.integration.samhsa.gov/mai-coc-grantees-online-community/3B\\_MAI-CoC\\_Virtual\\_Meeting.pdf](http://www.integration.samhsa.gov/mai-coc-grantees-online-community/3B_MAI-CoC_Virtual_Meeting.pdf)

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# Questions

## Additional Resources

2016 Virtual Meeting: Sustainability of Integrated Care

[http://www.integration.samhsa.gov/mai-coc-grantees-online-community/3B\\_MAI-CoC\\_Virtual\\_Meeting.pdf](http://www.integration.samhsa.gov/mai-coc-grantees-online-community/3B_MAI-CoC_Virtual_Meeting.pdf)

May 19, 2015 Webinar: Program Income

<http://www.integration.samhsa.gov/mai-coc-grantees-online-community/webinars>

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## For More Information & Resources

Visit [www.integration.samhsa.gov](http://www.integration.samhsa.gov) or  
e-mail [integration@thenationalcouncil.org](mailto:integration@thenationalcouncil.org)



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