Agenda

I. Introductions and Overview of the Finance Project

II. State Case Study Presentations
   - NEBRASKA, Sharon Johnson, Nebraska Lifespan Respite Network
   - PENNSYLVANIA, MaryJo Alimena Caruso, Pennsylvania Respite Coalition
   - MASSACHUSETTS, Amy Nazaire, MA Lifespan Respite Coalition

I. Case Study Discussions Learning Collaborative Members

II. Sharing Helpful Resources Susan Janko Summers
Finance Project/ARCH Tools: Each state Lifespan Respite agency grantee received one Finance Project Sustainability Workbook that included step-by-step training modules and worksheets. If you don’t have access to the Workbook, you can access other documents and links to Finance Project training webinars and teleconferences that provide the basic concepts, the worksheets that are included in the Finance Project Workbook, and supplementary materials.

https://lifespanrespite.wildapricot.org/Sustainability_Tools/#Toolkit

Exemplar State Sustainability Planning Team Documents: Eight states participated in the ARCH initiative in which they received technical assistance from the Finance Project. Some of the documents that resulted from the sustainability planning teams are shared here. https://lifespanrespite.wildapricot.org/Exemplar-States-for-Sustainability
Lessons Learned from the Finance Project’s TA Initiative

Sustaining Lifespan Respite Systems: Lessons Learned and Practical Applications with a Checklist for Success

Sustainability Planning: Pennsylvania’s Experience

- Developed a broad-based group of stakeholders to serve on a Lifespan Respite Advisory Council
- Partnered with the state U.C.E.D.D.
- Piloted the use of vouchers
- Lifespan Respite Grantee 2011-2014
- Collected data and reported on both trends and recommendations
During the grant implementation, the State Agency, ADRC, Lifespan Respite Advisory Council, and PA Lifespan Respite Coalition identified activities and possible other stakeholders / partners:

Developmental Disabilities Council (DDC)

Community Based Child Abuse Prevention State Lead (CBCAP)

Special Kids Network / Children with Special Healthcare Needs
Why Sustainability Planning was Important

Threats

- Political & Policy Shifts
- Legislative changes
- Staff turnover
- Personality/Goal differences
- “Who’s in Charge”
- Timelines and timeliness: change takes time
- Moving beyond the conversation/funding
- “We don’t need outside help” mentality
Working with the Finance Project Resources

- Facilitated and Independent Opportunities to be thoughtful and planful using Pennsylvania people, data and resources:
# Pennsylvania Lifespan Respite Systems Change Logic Model

## Vision
A community in which family caregivers for people of all ages and disabilities have easy access to quality respite information, services and supports.

## Services
- A state point of contact for respite plans, coordinates and executes activities
- Database & Locator service Coordination of a LAC
- A "House" for funds

## Resources
- Dept of Aging ADRCs
- IRAC
- Family Caregivers IOD at Temple COFA DOH PA LIC DPW
- Stakeholders Legislators Training classes Funding

## Outcomes
- Improved coordination among state and local agencies and organizations that provide and fund respite services and those that provide information and referral to families.
- 2. Increased statewide access to respite information and services
- 3. Increased capacity to promote access to and use of effective respite services/supplies by family caregivers

## Indicators
- 1.1. A council of cross-age, cross-disability experts (SBIRAC) will meet on a regular basis to manage, guide and inform respite services
- 1.2. Caregivers and other stakeholders advise the IRAC through a formal process
- 1.3. Parties to MOUs or other agreements fulfill obligations as described in the agreement.

## Data Sources
- 1.1. Meeting Minutes
- 1.2. Minutes from work groups, planning teams and meeting minutes
- 1.3. MOUs

## Assumptions
- The goal of the PA Lifespan Respite Care program is to improve the delivery and quality of respite services by supporting, expanding, and streamlining coordinated systems of community-based respite for family caregivers of individuals of all ages across settings.
- The program seeks to achieve this goal through a three-year initiative that focuses on building the capacity of families and caregivers to access and use respite services.

### 1. Increased Statewide Access to Respite Information and Services
- **Indicator:** Increased state capacity to promote access to and use of effective respite services/supplies by family caregivers
- **Data Sources:**
  - Presence of registries or directories
  - Intake records (if applicable), stakeholder/partner survey, contact lists
  - Voucher logs, intake records, follow-up contacts

### 2. Increased Statewide Access to Respite Information and Services
- **Indicator:** Increased state capacity to access to and use of effective respite services/supplies by family caregivers
- **Data Sources:**
  - Database and feedback surveys from users
  - Observable / defensible points of entry through web, phone or service provider entrance
  - Observable department or office identified as single point of contact
  - Survey of stakeholders (phone/email/fax/face-to-face)

### 3. Increased Statewide Access to Respite Information and Services
- **Indicator:** Increased state capacity to access to and use of effective respite services/supplies by family caregivers
- **Data Sources:**
  - Database and feedback surveys from users
  - Observable / defensible points of entry through web, phone or service provider entrance
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### 4. Increased Statewide Access to Respite Information and Services
- **Indicator:** Increased state capacity to access to and use of effective respite services/supplies by family caregivers
- **Data Sources:**
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  - Observable department or office identified as single point of contact
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### 5. Increased Statewide Access to Respite Information and Services
- **Indicator:** Increased state capacity to access to and use of effective respite services/supplies by family caregivers
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  - Observable department or office identified as single point of contact
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### 6. Increased Statewide Access to Respite Information and Services
- **Indicator:** Increased state capacity to access to and use of effective respite services/supplies by family caregivers
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  - Observable department or office identified as single point of contact
  - Survey of stakeholders (phone/email/fax/face-to-face)
What Did We Learn

- Change takes time
- You may not have all / the right people at the table
- This sustainability planning activity is not / should not be a one shot deal
- In retrospect identifying and working with the key players over a longer period of time would have helped
- Our group of stakeholders did not let the planning limit or define future activities and goals
What did we gain?

- A roadmap of specific strategies and identified opportunities leading to the desired outcomes
- The benefit of revisiting (and updating) the logic model and coalition checklist
- Other funders / departments coming to the table with tangible resources
  - Dept. of Health funding of TakeFIVE: 25 faith and community organizations trained to provide volunteer respite using an evidence based model
  - Higher Education efforts to create multigenerational models
  - A funding source cross age / cross disability slated for FY18
  - Respite an identified priority in statewide campaigns (example: #FamilyFirstPA)
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ARCH Sustainability Learning Collaborative - Nebraska
Exemplar State Sustainability Planning Grant

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NEBRASKA
LIFESPAN RESPITE
NETWORK

Help DHHS staff draft, refine and finalize a statewide sustainability plan by July 31, 2015 for the Lifespan Respite Program to be presented to Lifespan Respite Network contractors and community partners statewide as a model for the development of complementary local level plans.

A. Desired statewide respite care ultimate and interim outcomes, including those related to employers;

B. Strategies and activities for achieving these outcomes;

C. Financial projections of the state-level cost of implementing these strategies and activities, including a gap analysis that highlights the difference between expected funding and total funding needed;

D. Projections of state-level non-monetary resources needed to successfully implement these strategies and activities, including a gap analysis that highlights the difference between expected support and total needed non-monetary resources; and

E. Plans for generating needed funding and other non-monetary resources to fill the gap, including engaging corporate and non-profit businesses/employers as partners.
The contractor will perform the following tasks to help DHHS staff complete the draft sustainability plan so that it is ready for review and comment by Lifespan Respite Network contractors and community partners across the state:

A. Participate in four (4) conference calls between March 3, 2015 and April 21, 2015 to develop a draft state-level sustainability plan for the Nebraska Lifespan Respite Program;

B. Produce a fully-developed logic model to guide the initiative;

C. Assist in conducting a financial analysis of anticipated state-level costs related to implementing strategies and activities outlined in the sustainability plan (based on data and information gathered and provided by DHHS staff);

D. Assist in conducting an analysis of non-monetary resources needed to implement strategies and activities outlined in the sustainability plan (based on data and information gathered and provided by DHHS staff);

E. Assist in identifying and prioritizing strategies for generating the required state-level funding and other resources required to support Lifespan Respite Network contractors and local partners and help them engage corporate and non-profit businesses/employers as partners (based on data and information gathered and provided by DHHS staff); and

F. Assist DHHS staff in developing a full draft narrative sustainability plan for review.
The initial draft plan will be introduced to local lifespan respite grantees at a statewide conference in June 2015. The Contractor will:

A. Participate in up to two (2) conference calls with DHHS staff between March 1 and May 31, 2015 to plan the training;

B. Assist DHHS staff in developing presentation and training materials;

C. Assist DHHS staff in developing forms for gathering feedback on the draft state-level plan that can inform the revision and refinement process; and

D. The workshop training and presentation/training materials will be based on The Finance Project's copyrighted *Sustainability Planning Workbook* and field-tested resources. The Contractor will be able to use these proprietary intellectual resources for the statewide training. Any reproduction or further use of these materials without a licensing agreement between The Finance Project and the Nebraska Department of Health and Human Services is expressly prohibited.
This draft plan will be presented by the Contractor and reviewed at a statewide conference in June 2015. Based on comments and suggestions from the review, the draft will be revised and refined. The Contractor will:

A. Participate in two (2) conference calls with DHHS staff to 1) review all comments and suggestions and agree on needed revisions to the draft sustainability plan; and 2) review and approve the final revised sustainability plan; and

B. Assist DHHS staff in completing all necessary drafting, revisions and refinement of the initial draft plan by July 30, 2015, so it is ready for submission to the federal Administration on Aging (AOA) by August 31, 2015.
Sustainability Planning Accomplishments

- Sustainability process incorporated into statewide respite infrastructure
  - Emphasis on local level implementation of tools
  - Training
- Incorporated into all respite contracts (documents revised annually)
  - Work Plan (Goals / Major Outcomes / Objectives / Strategies / Outcome Measurement / Evaluation Criteria)
  - Logic Model (What to be Sustained / Vision and Ultimate Results / Interim Results – Conditions & Causes / Strategies & Activities / How to Measure Progress / Indicators & Performance Measures)
- Sustainability Plan (Finance Project template)
- Demonstrate evidence of implementation of sustainability planning initiatives
  - Sustainability Funding beyond contract dollars (Leveraging funding)
- Reporting of In-Kind Contributions
- Local Marketing and Communication Plan (Statewide Strategic Marketing Plan)
Sustainability Planning Key Elements in Place

- Vision
  - State Statutes

- Results Orientation
  - Current Evaluation
  - Respite Data
  - Measureable Outcomes

- Strategic Financing
  - Tobacco Cash Settlement Funds
  - In-Kind Contributions
  - Generating New Sources
Sustainability Planning Key Elements in Place

- Broad Base of Community Support
  - Local Advisory Committees
  - Collaboration Partners (Public, Private / Volunteer)
  - Engaging Stakeholders (families, providers, employers, community partners & advocates)

- Key Champions
  - Marketing & Outreach

- Adaptability to Changing Conditions
  - Provider Issues
  - Lifespan Respite Subsidy utilization / HCBS Waiver changes / LTC Redesign
  - Funding cuts
Sustainability Planning Key Elements in Place

- Strong Internal Systems
  - Department of Health & Human Services oversight
  - Nebraska Caregiver Coalition
  - Cross-System support at state and local levels
  - nrrs.ne.gov/respite, eLifespan Respite, @nebraskalifespanrespite

- Sustainability Plan
  - Local implementation and monitoring
Sustainability Planning Goal

Complete the State Level Planning Process

Welcome to Nebraska Lifespan Respite Network. We care for those who care for others. Respite care, planned or emergency, is the provision of short-term, temporary relief to those who are caring for family members with special needs.

Family caregivers are often referred to as the backbone of America's long-term care system. A 2009 study estimated that 65.7 million people in nearly 32% of U.S. households acted as unpaid family caregivers. Respite care offers individuals or family members temporary relief from the daily routine and stress that can come with providing ongoing care. Respite can play a critical role in strengthening family stability and maintaining the health of the family caregiver.

Call the Nebraska Lifespan Respite Network today! 1-866-RESPITE (1-866-774-7843)
This project is funded in part through a DHHS ACL Lifespan Respite Integration grant awarded to the NE Department of Health & Human Services, #00L10098-03-00
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Developing a Sustainability Plan with Tools from The Finance Project

Massachusetts Lifespan Respite Coalition

Caregiver for 40 Years

Caregiver for 40 Years
Massachusetts Overview

- Our Task Force
- Our Goal
- Our Timeline
- Our Progress
- Our Expected Results
Keys to Success

• Selection of Task Force Members
• Well-Informed Task Force
• Unanimous agreement on goal
• Detailed preparation
• “In-person” attendance
• Forms completed in “real time”
Challenges
~ Lessons Learned

- Timelines not realistic → Modifications
- Too many forms prior to meeting → Select forms
- Task Force Leadership Facilitator → Outside
- Lengthy Discussions → "Parking Lot"
# 1 Key to Success

TARGET DATE

RESPITE SUMMIT
Massachusetts Lifespan Respite Coalition

#1 Challenge

CHAMPION

WHO ???
Most Useful Tools

- Modules
- Worksheets
- Technical Assistance
MA Sustainability Plan

- Year One – Year Three
- Staff
- Programs and Services
- Costs
- Future Expansion
Resources for Sustainability

ARCH

- **Sustainability Tools**
  https://lifespanrespite.wildapricot.org/Sustainability_Tools

- **Multiple Resources from Grantees**
  https://lifespanrespite.wildapricot.org/Exemplar-States-for-Sustainability

- **Lessons Learned Checklist**
Resources for Sustainability

ARCH

- **Checklist Info-Graphic for Coalition Building**

- **The Finance Project Webinars and Teleconferences**
  https://archrespite.org/webinars-and-teleconferences/webinar-sustainability-planning

- **Learning Collaborative Members**
Resources for Sustainability

PLANNING TOOLS and LOGIC MODELS

- Shared Care Scotland, *Sustainability: Short Breaks for the Long Term, A Step-by-Step Guide to Planning Sustainability*
  

- MindTools SWOT Analysis Worksheet
  
  [https://www.mindtools.com/pages/article/newTMC_05.htm](https://www.mindtools.com/pages/article/newTMC_05.htm)

- W.K. Kellogg Foundation Logic Model Development Guide
  
Resources for Sustainability

SUCCESSION PLANNING

- HR Council Canada, HR Planning, Succession Planning, HR Toolkit
  [http://hrcouncil.ca/hr-toolkit/planning-succession.cfm](http://hrcouncil.ca/hr-toolkit/planning-succession.cfm)

- Succession Planning for Non-Profits
  [https://www.councilofnonprofits.org/tools-resources/succession-planning-nonprofits](https://www.councilofnonprofits.org/tools-resources/succession-planning-nonprofits)