



**WESTCARE
SUSTAINABILITY SELF-ASSESSMENT TOOL**

The eight elements of sustainability, along with tasks specific to each element, are described below. Rank your progress on each of these tasks according to a five-point scale that assesses whether the initiative’s leaders:

- 1 = Have not started this task
- 2 = Have started initial conceptual and planning work
- 3 = Have begun to implement this task
- 4 = Have made solid progress in implementing this task
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ELEMENT ONE: Vision						
The initiative’s leaders know what they want to sustain.						
	1	2	3	4	5	Comments
A. The initiative’s leaders have developed a clear vision for their work.		X				There is a clear initial conceptualization of fund development, but active implementation is still needed for Florida. Objectives are clear to sustain programs that are losing money. Overall, implementation of sustainable resources has begun with programs (OP, TP, MSI, Pensacola)
B. The initiative’s leaders have developed a process to determine what is to be sustained, and by whom.		X				We are still somewhat reactionary to funders and funding issues. There is a “no show rate” for central intake issue needing to be addressed in Pensacola.
C. The initiative’s leaders have decided what they want to sustain (for example, a formal entity, a process, a service, a particular practice, a method of operation).				X		Florida programs have a goal to basically sustain what we have in place now, eliminating services or programs as needed where this makes sense. Pensacola has a clear and simple plan for sustaining what is now in place there.
D. The initiative’s leaders have analyzed and can articulate how the initiative fits (or would like to fit) within the larger community.				X		Pensacola understands their service niche. Mustard Seed and Turning Point are part of a clear County plan for services in writing. Outpatient offers specialty programs that fit well.
E. The initiative’s leaders have analyzed and can articulate how the initiative complements, yet is distinguishable from, other initiatives.				X		Some education is needed in the community in Pensacola w/PCP. Most other programs can articulate how they complement or are distinguishable.



ELEMENT TWO: Results Orientation

The initiative incorporates processes to establish and track performance and process measures. The initiative's leaders use that information to improve their work over time.

	1	2	3	4	5	Comments
A. The initiative has an accepted "theory of change" and logic model that shows how its work fits into a range of state and community efforts to improve the lives of children and families.			X			Pensacola needs a plan and model on paper although they understand and conceptualize issues. Turning Point and Mustard Seed have a 10-year County plan to end homelessness to guide them. Our Outpatient programs have written plans
B. The initiative's leaders have identified and use indicators ¹ and performance measures to track the performance of their own work.			X			Pensacola has written some performance indicators and measures, but in general, internal measures are available more often than external measures.
C. The initiative uses indicators and performance measures to plan its work and budget its resources.			X			Programs have started using in performance indicator meetings. In Pensacola, units of service are tied to the budget; performance is directly tied to funding. In Outpatient, we have productivity expectations for counselors. Database <u>to track</u> outcomes tied to contracts
D. The initiative's leaders examine data on these measures (including input from clients, parents, or both) to find ideas for ways to improve service design and delivery.			X			Pensacola uses external indicators well; internal satisfaction surveys are in development and a performance indicator committee has been formed. Mustard Seed & Turning Point have started funder/stakeholder satisfaction surveys, bringing this to the performance indicator process.
E. The initiative's leaders implement these ideas, including changing or discontinuing initiatives as necessary.		X				This is done Informally and internally. Discussions occur with funders. Overall, decisions are not always data based, but a general overview is used. Focus groups and satisfaction surveys are used.
F. The initiative's staff and board collaborate with other initiatives that are pursuing improvements in community-wide indicators that relate to the initiative's work.					X	We are strong overall.

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¹ In this tool, indicators are defined as measures of change in child and family well-being across an entire community. Performance measures track changes in child and family well-being among specific target populations served by an initiative, program, or individual; or the level of activity or quality of a specific service. Most initiatives would use performance measures to track their own work; they would use indicators to see how they contribute to community-wide efforts.

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ELEMENT THREE: Strategic Financing Orientation

The initiative’s leaders have identified a variety of financing strategies that could support the initiative. The initiative has a plan to pursue those strategies and is following that plan.

	1	2	3	4	5	Comments
A. The initiative’s leaders know how much funding is needed to sustain their work.			X			There is a basic idea of what is needed in this area, but not a clear idea. We don’t always know what is needed at a given point in time. There is a need for financial statements that are specific to programs and FL. We do have “break-even” amounts at Doug’s level to work from.
B. The initiative’s leaders have identified the types of financial resources necessary to sustain their work, such as: <ul style="list-style-type: none"> Discrete sources of public funds (for example, one-time, ongoing); Discrete sources of private funds; Institutionalization within an ongoing system or process. 					X	Chris (fund development) and Doug (St. Pete programs) feel secure in this area. In Pensacola, Harmony and SAM are the main funding sources that are needed to sustain services.
C. The initiative’s leaders have identified and are pursuing ways to ensure the most efficient use of existing funds (for example, gaining economies of scale).				X		This is being done in Outpatient where possible (South County). Counselors and other staff span multiple programs for efficiencies. There is a general mindset to pay attention to this. In Pensacola, programs were developed with efficiency as a goal.
D. The initiative’s leaders have identified and are pursuing ways to support the redirection or reallocation of funds (for example, using funds freed up through improved outcomes to finance more prevention activities).	X					Pensacola is not funded for outreach, but conducts it throughout the area; there needs to be a goal to secure funding for flexible dollars. Funding now does not really allow for redirection or reallocation of funding.

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ELEMENT THREE: Strategic Financing Orientation (continued)

The initiative's leaders have identified a variety of financing strategies that could support the initiative. The initiative has a plan to pursue those strategies and is following that plan.

	1	2	3	4	5	Comments
E. The initiative's leaders have identified and are pursuing ways to increase the flexibility of existing funding streams (for example, through pooling funds across agency and program lines or improving coordination of existing funding streams).			X			Fee for service contracts have been established. We are expanding services in Pensacola outside of the current scope of work. Outpatient has the least flexibility.
F. The initiative's leaders have identified relevant federal funding sources and are taking steps to access these sources (for example, Medicaid, tobacco settlement funds, unspent TANF funds, other federal entitlements, block grants, and discretionary programs).				X		Outpatient is strong in this area. One limitation is a lack of access to block grants and TANF. Turning Point and Mustard Seed need improvement and are looking at SAMHSA, HUD, VA, <u>DOL</u> dollars.
G. The initiative's leaders have built public-private partnerships to leverage private-sector funding, create leadership, and garner technical expertise in support of their work.			X			Pensacola is HMO funded. Programs are working on more identification of foundations and corporations for support. We have strong relationships with the health care system to build upon.
H. The initiative's leaders have investigated ways to generate new revenue that the initiative can control (for example, local fundraisers, grants from public- and private-sector sources).				X		Outpatient has had discussions and generated some ideas. Pensacola started an infant mental health program. We are investigating new opportunities consistently.
I. The initiative's leaders have identified and are pursuing ways to support the creation of new sources of public funds (for example, general revenue, expansion or creation of new taxes, and earmarked fees).		X				The Homeless Leadership Network is a group involved in this type of thinking. We are looking at things like a beverage tax, a "Penny for Pinellas" tax initiative.

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ELEMENT FOUR: Broad-Based Community Support

The initiative's leaders take steps to involve the community in their work and gain community support based on the initiative's positive impact on families' lives.

	1	2	3	4	5	Comments
A. The initiative has a plan to establish a desired identity and reputation within the community.			X			A Resource Development Advisory Committee has been established to develop a presence that includes community representation and consumers; there is a newsletter; annual report; and "friend-raisers." WestCare Florida has an identity, but no formal plan accounting for this; it happens because of individual efforts. Pensacola WestCare is well-known in the community and respected.
B. The initiative's leaders involve recipients of their services in their work to improve service design and delivery and to build ownership and support.			X			The Outpatient programs have a Community Advisory Board including community members; satisfaction surveys and informal consumer input is used. Pensacola involves consumer advocates (this is dictated by funder); and is discussing their client input process, board structure and starting to use satisfaction surveys. However, we are not using consumer input to the extent possible in improving our services throughout Florida.
C. In addition to service recipients, the initiative's leaders involve a diverse set of stakeholders in their work (such as community-based organizations, government agencies, and private businesses) to improve service design and delivery and to build ownership and support.				X		Outpatient is proud to be called the "Network Queen", part of a provider network and Ryan White network; collaborative agreements and MOU's are in place. Pensacola is involved with an advisory group; and AHCA (Agency for Health Care Administration), exploring how to use information from others to improve services; service providers compete and still practice "one-upmanship" currently in the local area. Other networks are in place for ATR, Infant Mental Health and Adult T-BOS.

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ELEMENT FOUR: Broad-Based Community Support (continued)

D. The initiative's leaders and community partners understand and communicate the work's value for families in its community.				X	Outpatient articulates this well, could improve by having a better "song"; common language is needed. Pensacola states how we help families clearly.
E. The initiative's leaders collect quantitative and qualitative data to show the value of their work for families.			X		Quantitative data is collected and qualitative data to a lesser degree. This process needs improvement and to be drilled down to staff. Pensacola feels they collect qualitative data better than quantitative data.
F. The initiative's leaders package those data in user-friendly formats and communicate them regularly to the community, key stakeholders, media, potential funders, and others.		X			Need to make better use of the media; need more specific materials for Florida. Pensacola is forced to give feedback by funder requirements and they hold quarterly meetings.
G. The initiative's leaders recognize and reward people who are instrumental in helping achieve sustainability for the work.				X	Outpatient gives a "morale boost" for staff who do an excellent Job; more attention could be paid to commending community members. Pensacola is good at acknowledging staff and has an employee of the month program; they also feel that improvements could be made in commending community members. Helping Service Professionals awards could be given out. At times we recognize community leaders, but need to improve. We created lapel pins for donors/friends of WC that was successful.

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ELEMENT FIVE: Key Champions

The initiative's leaders identify potential champions they need to approach on an individual level and are following a plan to do so. These champions include senior decision makers, local community representatives and peer initiatives, and individuals. The initiative's leaders also pursue ways to communicate with stakeholders in a more general (less labor-intensive) fashion.

	1	2	3	4	5	Comments
A. The initiative's leaders have identified key senior decision makers at the community and state levels who can influence its sustainability.				X		At the Outpatient programs, this happens informally; there is no plan for identification and contact. We know most of the local community players, but have not spent a lot of time at the state level. Doug is mostly involved in this activity and there could be more activity throughout the state spread to other staff.
B. The initiative's leaders have designed and implemented a plan for tailored outreach to these key decision makers (including appropriate messengers and messages).				X		Doug has a plan. The message needs refinement and shaping; he tracks relationships with individual decision makers and makes efforts to improve as needed.
C. The initiative's leaders have also developed other, less labor-intensive ways to contact and keep other potential champions informed (for example, sending them newsletters, inviting them to initiative events).			X			Holiday cards and newsletters are done. There was a promising idea to send "Cyber-blasts" that could be re-instituted. In general, efforts are done by individual staff and not in a coordinated fashion. A good resource is a COPE website linked to other providers.
D. The initiative's leaders use a variety of strategies to encourage parent champions, such as strongly involving parents in its work.		X				Pensacola involves parents in the care of their own children; but they are not involved in the overall program. There is a potential for more involvement with the Drug Court program and in Pensacola.
E. The initiative's leaders have and use a variety of strategies to encourage peer community champions, such as collaborating with other organizations (for example, public and nonprofit service providers) in service planning, delivery, and financing.				X		Pensacola has a managed care advisory group which could be more useful and functional. There is a need to do some work in Pensacola, developing a written strategy to get to a "5" rating.

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ELEMENT SIX: Adaptability to Changing Conditions

The initiative's leaders seek new opportunities for resource development and support and are able to respond to new opportunities (for example, welfare reform, newly elected or appointed leaders) as they arise.

	1	2	3	4	5	Comments
A. The initiative's leaders monitor changes in the policy and program environment to see how their initiative could fit with new directives and agendas.				X		WC FL does this extremely well; we are out in front of many changes before they become policy; we are flexible and able to change quickly.
B. The initiative's leaders consider how its work can be framed or positioned to interest different funders and to take advantage of new financing opportunities.				X		Outpatient is ahead of the curve addressing community needs and tracking funding. Pensacola is making headway on changing current views in the community and working with their funder to develop new programs. The Managed Care initiatives launched are new to the WC system.
C. The initiative's leaders use this information to approach new funders.				X		We do this.
D. The initiative's leaders have identified opportunities to participate in efforts to improve the overall policy and program environment (for example, standing advisory groups, opportunities to develop or comment on state plans for expending federal funds).				X		Doug is on the FADAA Board. We belong to the Homeless Leadership Network, Florida Network of Youth and Family Services. We influence policy, and could improve by having more staff involved at various levels in these activities.
E. The initiative's leaders actively participate in decision-making processes about changes in policy and practice.				X		Yes.
F. The initiative's leaders have determined how they can improve their ability to participate in these efforts (for example, by establishing their credibility as technical experts, community representatives, or controllers of resources), and have followed through to increase the likelihood of being able to participate.				X		Yes, we are always working to improve.

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ELEMENT SEVEN: Strong Internal Systems

The initiative has strong internal processes that ensure a vibrant, durable, and continuously improving initiative.

	1	2	3	4	5	Comments
A. The initiative has a well-defined team of staff, advisory or governance group members, volunteers, and others that it needs to accomplish its mission.			X			Outpatient has a strong team externally; internally needs improvement. Pensacola has a great team! Needs more consumer input. Board development is needed in FL; we have well-defined staff roles but are still missing some pieces.
B. The initiative's leaders and others understand and accept their roles and responsibilities.				X		There is an overall understanding. The management team understands their roles, staff understanding of others roles and responsibilities could be clarified; staff mostly understands their own roles and responsibilities, but not always the roles of each other (cross-training).
C. The initiative has strong fiscal processes that allow leaders to stay informed on its current financial status and to be alerted to emerging financing concerns.		X				Tools are greatly needed to make timely management of finance issues easier. There is a lack of information regarding expenditures on contracts. There are contract management issues. In the fund development area, efforts are not categorized correctly reflecting true efforts.
D. Staff and board develop and review projections for short- and long-term revenues and expenses.		X				Doug currently discusses service targets and revenue expectations. The Board talks about fiscal matters only in terms of crisis issues. Outpatient needs more detail and information on final contract budgets. Pensacola doesn't have as good a handle on finance as they would like; looks at target hours for expenses.
E. Staff and board develop financing strategies to meet those needs; staff and board review and change financial strategies as needed.			X			Outpatient recognizes issues and has a plan for things but is reactionary versus doing proactive planning. Pensacola feels that more direction from fiscal department would be helpful. This happens informally, but isn't always based on good data.

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ELEMENT SEVEN: Strong Internal Systems (continued)

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<p>F. The initiative has strong internal systems (for example, accounting, auditing, management information, procurement, personnel) to maintain quality control over its work.</p>			<p>X</p>		<p>Could use some work on management of information, procurement, and personnel. Outpatient has little administrative help and needs help with personnel.</p>
<p>G. The initiative has strong communication processes to ensure that all partners are kept informed.</p>		<p>X</p>			<p>There are formal staff meetings, but e-mail is frequently used for communication. We are systems-wise, but sometimes poor about communicating with each other, especially across locations. Pensacola has great internal communication but sites poor communication across WC programs.</p>

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ELEMENT EIGHT: Sustainability Plan

The initiative has a sustainability plan that enables it to set priorities and take action.

	1	2	3	4	5	Comments
A. The initiative's leaders have a long-term plan for what they want to accomplish.			X			The team feels they have the information they need to move forward and create the sustainability plan.
B. The initiative's leaders have identified challenges or obstacles to sustaining the initiative, including potential conflicts with alternative initiatives or agendas.			X			This information is readily available.
C. The initiative's leaders have developed strategies to garner needed resources and overcome identified barriers.			X			While not yet formulated on paper into a plan, initiative leaders have strategies in mind.
D. The initiative's leaders have a process to reassess and adjust their plan periodically.			X			Once the sustainability plan is completed, annual review will take place formally, and more frequent review of parts of the plan can take place at the management team and Divisional meetings.
E. The initiative's leaders have identified and communicated with other individuals who have a role in the sustainability plan.			X			This will take place during the dissemination of the plan to partners, staff, other WC supporters, funders and Divisional peers.

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