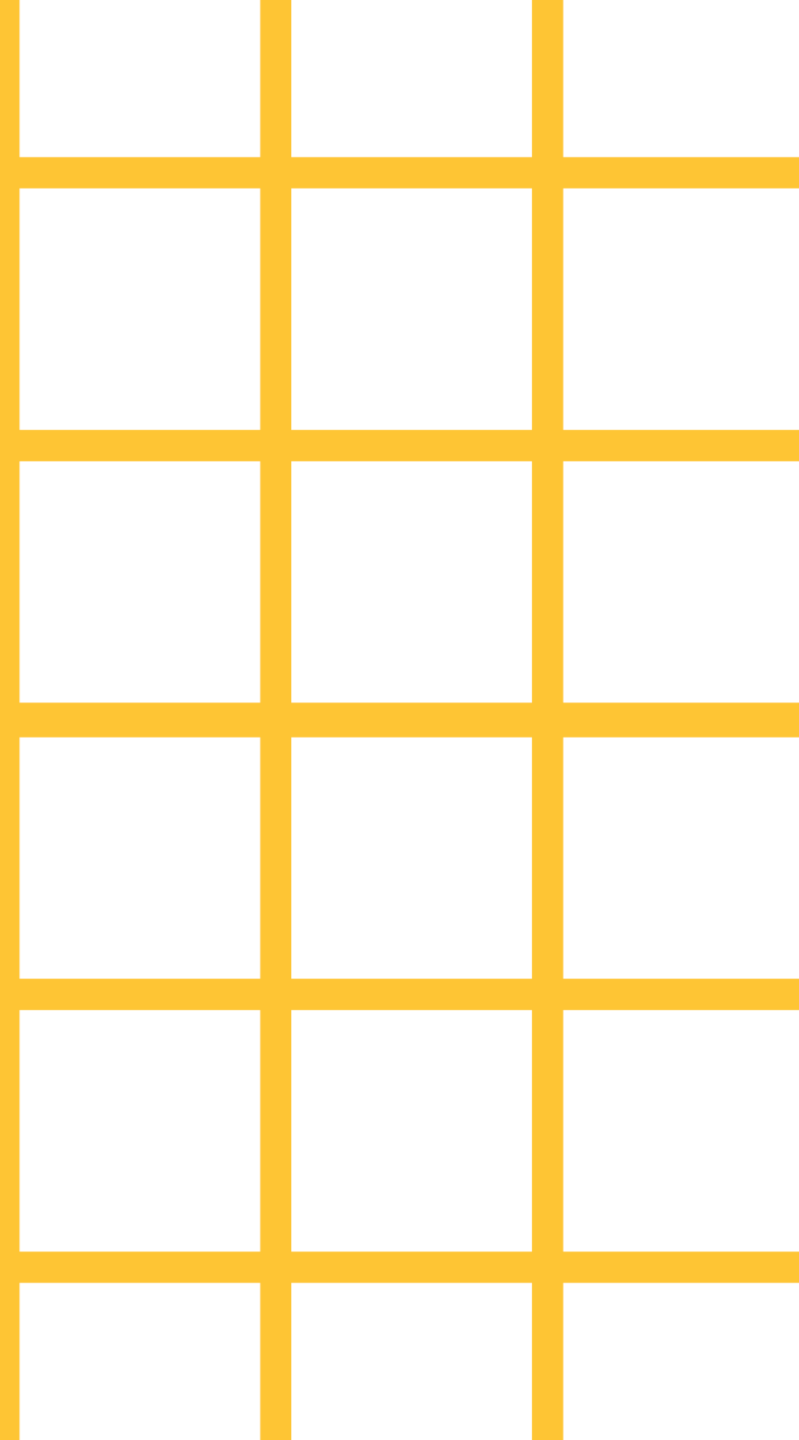


Your ACH Journey to Financial Sustainability

TACHI Convening December 2023

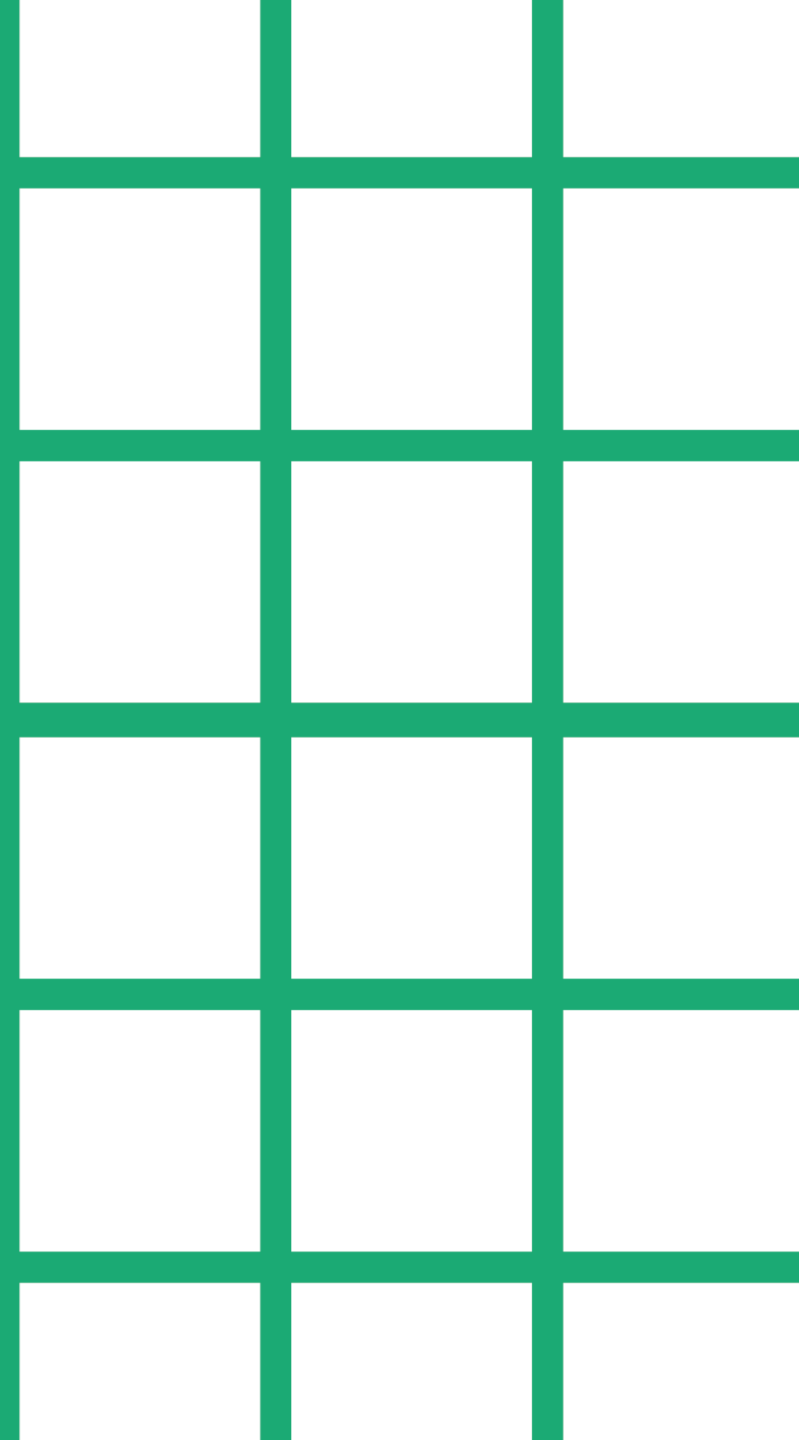
Kitty Bailey
Ken Janda
Rosie Valadez-McStay



AGENDA

Day 1

- 1 Where are TACHI sites on their journey to financial sustainability?
- 2 Practicalities of funding collaborations
- 3 Identifying diverse funding sources for your ACH



Your ACH Journey to Financial Sustainability

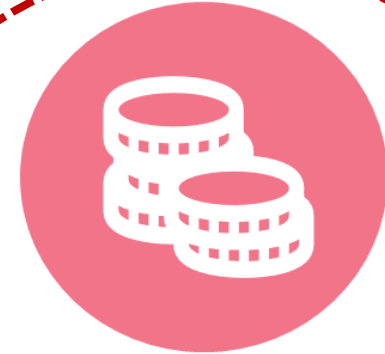
EHF Priorities



**Healthcare and
non-healthcare
partnerships**



**Goals and outcomes
center health and
address SDOH**



**Financial
sustainability
beyond
start-up funding**

Clock is ticking!



TACHI Developmental Journey

Health Equity
THREADED THROUGHOUT

Early Stage

Mid Stage

Mature Stage

Partnerships

- Partners from at least two sectors, including healthcare
- ACH decisions driven by partners

- Partner list expanded & engagement deepens
- Ability to center community voice grows

Partners are continuously engaged

Governance

- Backbone established
- Partners develop governance structures

- Formal, agreed upon governance structures with a focus on equity are in place

Formal, ongoing processes for maintaining strong and equitable governance structures are operating

Community Engagement

- Community members/ grassroots CBOs inform the ACH's development

- Community members/ grassroots CBOs are formally recognized as leaders within the ACH

Power is shared between community members and organizational partners

Portfolio of Interventions

- Shared goal identified
- Alignment of existing activities begun

- Expanded beyond initial portfolio based on early experiences and evidence

Creates systems change to address drivers of health inequities

Data and Accountability

- Existing data sources identified and synthesized
- Data used establish ACH goal and priorities

- Some measurable objectives established
- Processes for collecting, reporting, and using data established

Impacts on health disparities and community health measured and reported
Data used for continuous improvement

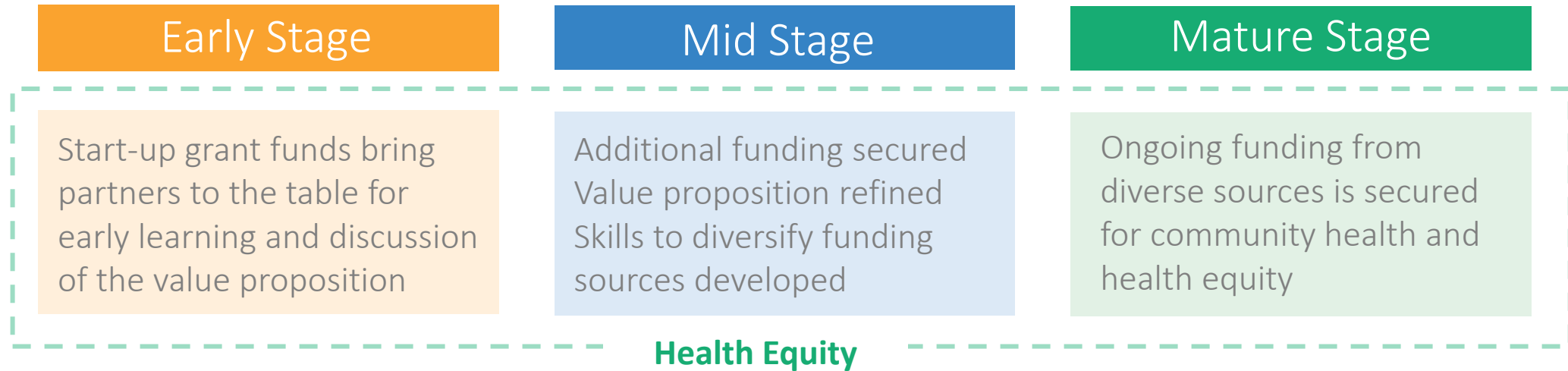
Sustainability

- Start-up grant funds bring partners to the table for early learning and discussion of the value proposition

- Additional funding secured
- Value proposition refined
- Skills to diversify funding sources developed

Ongoing funding from diverse sources is secured for community health and health equity

Sustainability



Early Stage

- Start-up grants are utilized to initiate activities
- Partners and community discuss the value proposition of the ACH
- Partners understand the *non-medical drivers of health* and the value of working “upstream” for population health and *health equity*

Mid Stage

- Partners develop a robust understanding of how the ACH can impact health equity, community health, and overall community well-being
- Additional funding is obtained, in the form of grants or service contracts
- A value proposition and a “pitch deck” is developed
- Awareness of potential funding sources is broadened and the ability to assess opportunities with partners is strengthened
- **A sustainability and financing framework for the ACH with transparency to the community is developed**

Where are TACHI sites on their journey to financial sustainability?

Georgia Health Policy Pulse
Check on Sustainability

PULSE CHECK RESULTS: FINANCIAL SUSTAINABILITY

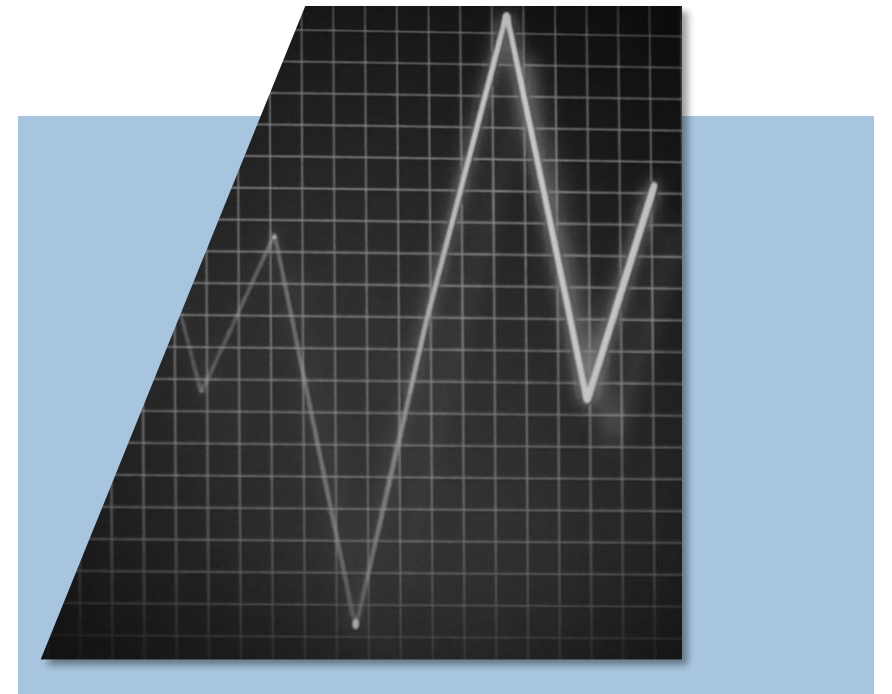
TACHI Winter Convening

December 2023



Pulse Check #3

- **Topical Focus:** Financial sustainability
- **Active:** October - November 2023
- **Respondents:** All 6 TACHI sites



Funding Opportunities Site is **Currently Pursuing/Considering** or **Has Secured** as Part of Sustainability Strategy

Fund Type	Pursuing/ Considering	Secured
Grants from private foundations	3 sites	3 sites
	<ul style="list-style-type: none"> • EHF • SDF • Rotary 	<ul style="list-style-type: none"> • EHF • SDF • Georgetown Health Foundation (CHWs) • CommonSpirit/CHI, United Healthcare
Local government grants	1	0
State or federal government grants	2	1
	SAMHSA	SAMHSA

Funding Opportunities Site is **Currently Pursuing/Considering** or **Has Secured** as Part of Sustainability Strategy

Fund Type	Pursuing/ Considering	Secured
Grants from other sources	1 site	1 site
	Insurance agencies	Texas Mutual Insurance (CHWs)
Hospital Community Benefits or MCO grants	3	2
	Christus Good Shepherd	<ul style="list-style-type: none"> • Baylor Scott and White • Nutrition hub funds

Funding Opportunities Site is **Currently Pursuing/Considering** or **Has Secured** as Part of Sustainability Strategy

Fund Type	Pursuing/ Considering	Secured
Hospital or MCO contracts for CHW reimbursement or POI	3 site	0 sites
Contracts with non-healthcare entities	1	0
	Go Neighborhood grants; other affiliated entities	
Other innovative models	1	0
Some other funding	1	0

Financial Sustainability Strategy Needs

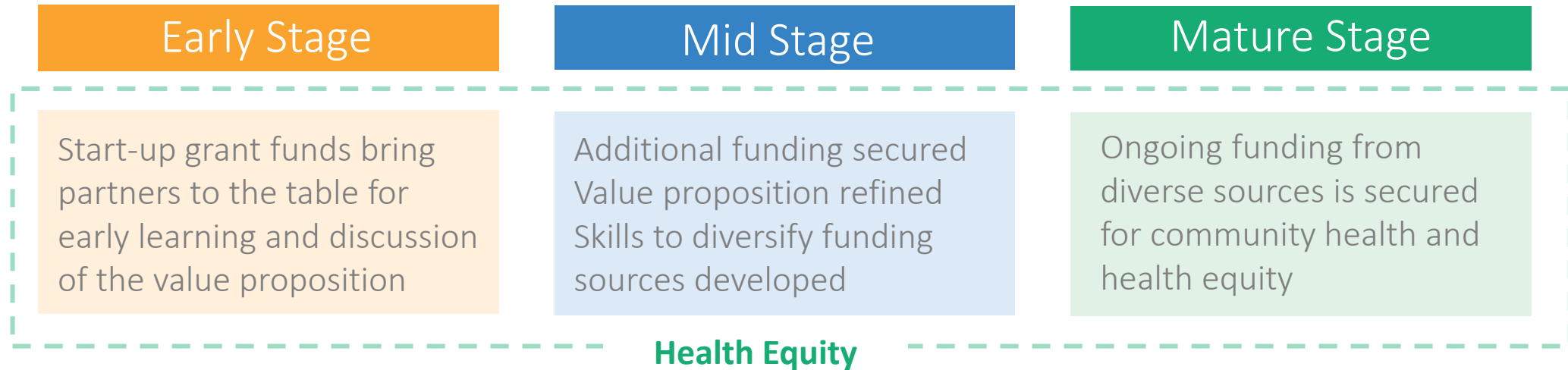
Barriers to Pursuing Funding

- **Grant writing**
 - Finding the right grants
 - Limited grant writing capacity
- **Identifying funders/funding sources**
- **Partnership**
 - Need clearer roles and relationships
 - “Still gathering partners”
- **County (site location) features**
 - Too small, too healthy: limits MCO interest
 - Change from rural to metro affects grant eligibility
- **(Potential) Funder Data Needs**
 - Demonstrated impact data
 - “ROI and savings data”
 - High federal requirements for data

Assistance Needed

- Grant identification and writing support
- Identifying funders/funding sources
- Attracting and securing funders
- “A way for health plans to share claims data and for someone to do data analysis”
- Allocating, prioritizing, budgeting funds
 - “SOP,” “rubric scale”
- More information on “alternative funding models and capital absorption structures” (small/rural communities)
- “More information on potential partners” to avoid always being the “main grant holder”

Sustainability



Early Stage

- Start-up grants are utilized to initiate activities
- Discussions among the partners and community regarding the value proposition of the ACH are occurring
- Partners understand the *non-medical drivers of health* and the value of working “upstream” on policies, systems, and environmental changes to impact population health and achieve *health equity*

Mid Stage

- Partners are developing a robust understanding of how the ACH can impact health equity, community health, and overall community well-being
- Additional funding is obtained, in the form of grants or service contracts
- A value proposition and a “pitch deck” is developed
- Awareness of potential funding sources is broadened and the ability to assess opportunities with partners is strengthened
- **A sustainability and financing framework for the ACH with transparency to the community is developed**

Support for Sites: JSI Tool Kit related to Sustainability

Blank Tools

1. Value Proposition
2. Aligning Activities
3. Measuring Outcomes
4. Funding Approach
5. Budget Template
6. Funding Sources
7. Pitch Outline

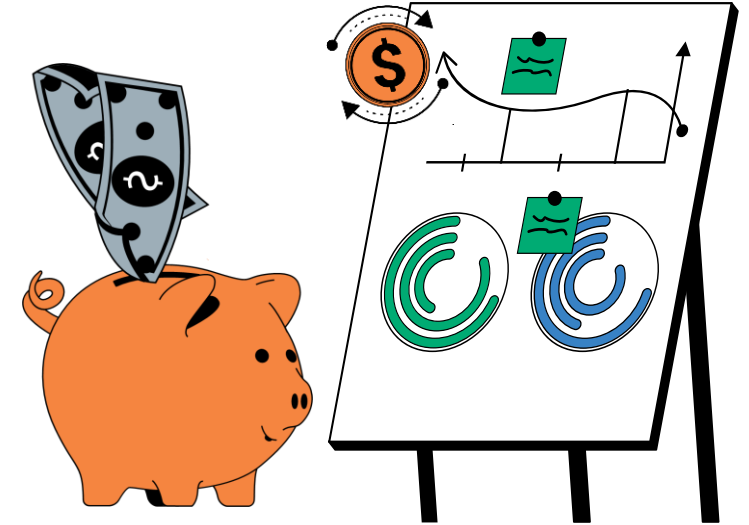
Sample Tools

1. Value Proposition
2. Aligning Activities
3. Measuring Outcomes
4. Funding Approach
5. Budget Template
6. Funding Sources
7. Pitch Outline
8. Description of an example collaborative

Financial Sustainability Budget

Expenses (Need to know what your expenses will be in order to determine who to ask, for how much)

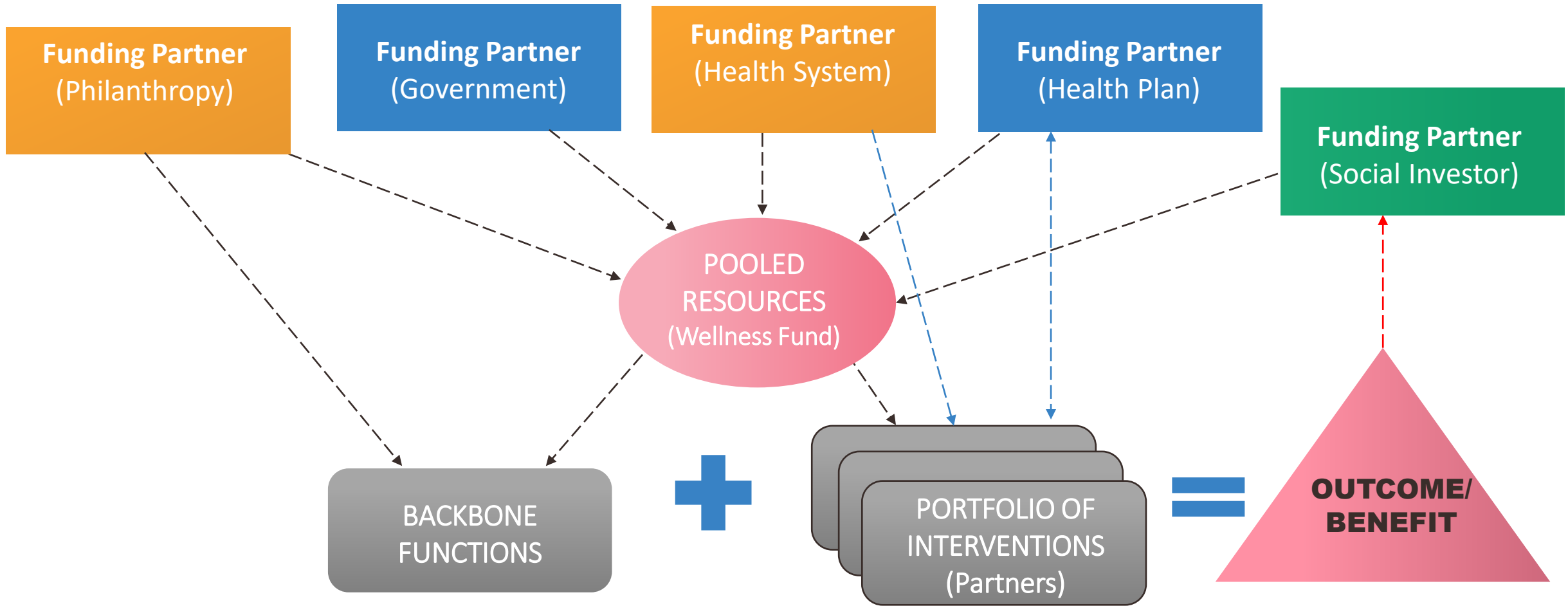
- Backbone (list of backbone services)
 - Salaries and benefits
 - In-kind from partners
 - IT and other costs
- POI costs
 - Payments to partner organizations/service providers



Revenue (Funder/Partner)

- Private philanthropy
- Government grants
- Health plans (Grants or selling services)
- Hospitals/health systems (Grants or services)
- Banks, businesses
- Social impact investors (investing in your outcomes)
- In kind contributions

JSI Financial Sustainability Visualization Tool



Coordinating Sustainable Collaborations

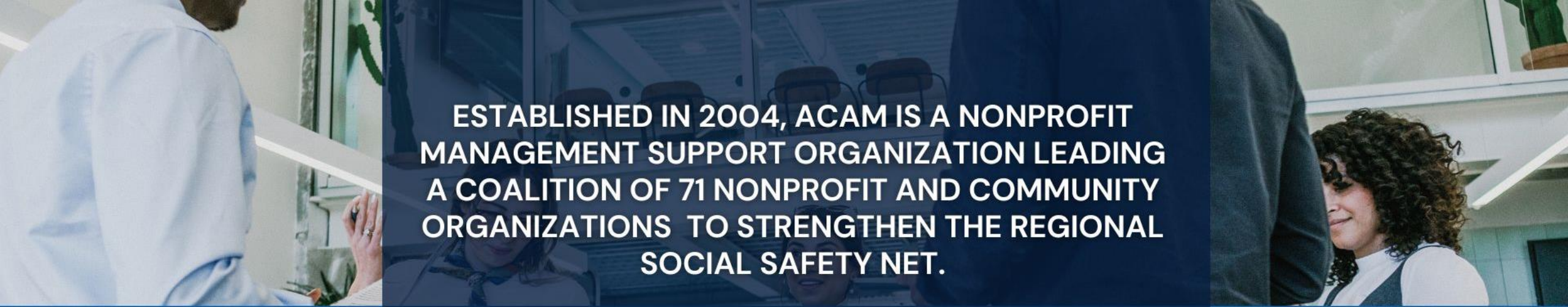


December 4, 2023

Sharon L. Zachary, MA

CEO

Alliance of Community Assistance Ministries
(ACAM)



**ESTABLISHED IN 2004, ACAM IS A NONPROFIT
MANAGEMENT SUPPORT ORGANIZATION LEADING
A COALITION OF 71 NONPROFIT AND COMMUNITY
ORGANIZATIONS TO STRENGTHEN THE REGIONAL
SOCIAL SAFETY NET.**

Mission

To advance collaboration to create community-wide solutions for thriving nonprofits, neighborhoods, and families.

Vision

An innovative, connected network that ensures families in need have a path to stability, health, and wealth.

Optimizing Public/Private Partnerships for Regional Impact

ACAM Coordinates

\$11M

FEMA FUNDING

Emergency Food and Shelter Program (EFSP) for Harris, Fort Bend and Waller Counties

\$2.3M

HUD FUNDING

Emergency Solutions Grant (ESG) for homelessness prevention

\$1.7M

TDHCA FUNDING

Housing stability services/case management

\$2M

H-GAC FUNDING

Next Generation of Youth - young adult employment and training

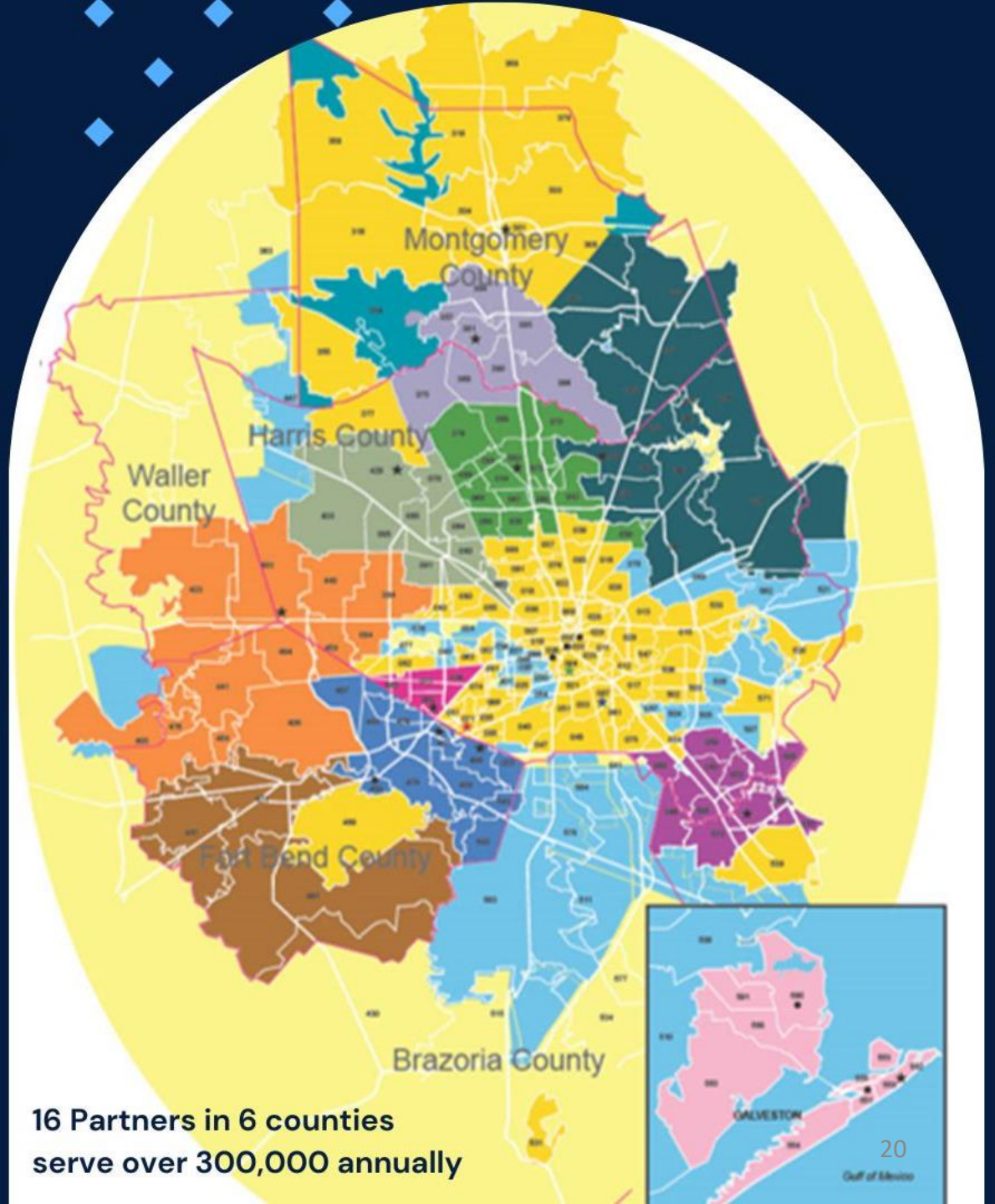
\$800K

PRIVATE FUNDING

Greater Houston Opportunity Youth Collaborative - reengaging young adults not working and not in school

ACAM PARTNERS

Catholic Charities
East Fort Bend Human Needs Ministry
Emergency Aid Coalition (EAC)
Epiphany Community Health
Outreach Services (ECHOS)
Humble Area Assistance Ministries (HAAM)
Interfaith Caring Ministries (ICM)
Interfaith Ministries for Greater Houston (IM)
Interfaith of the Woodlands
Katy Christian Ministries (KCM)
Main Street Ministries
Memorial Assistance Ministries (MAM)
My Brother's Keeper Outreach Center
Northwest Assistance Ministries (NAM)
Society of St. Vincent de Paul
St. Vincent's House
Wesley Community Center



16 Partners in 6 counties
serve over 300,000 annually



KEY OBJECTIVES



SHARE ACAM'S EXPERIENCE – WHAT WORKS AND WHAT DOESN'T



SHARE PRACTICAL EXAMPLES



DEMONSTRATE HOW TRANSPARENCY, COMMUNICATION, AND EFFECTIVE DOCUMENTATION CONTRIBUTE TO ROBUST CASE STATEMENTS FOR FUNDING

Planning and Implementing Sustainable Collaboration

- 1 Collaboration requires infrastructure with clear roles and responsibilities - transparency is key
- 2 Coordination requires collective agreement on both the concept and the practical implementation
- 3 Performance expectations and deliverables must be agreed upon in advance
- 4 Allocation of funding must be accurate, transparent and commensurate with workload
- 5 Sustainability is the collective responsibility of all partners

COORDINATION IS KEY

THE COORDINATING AGENT

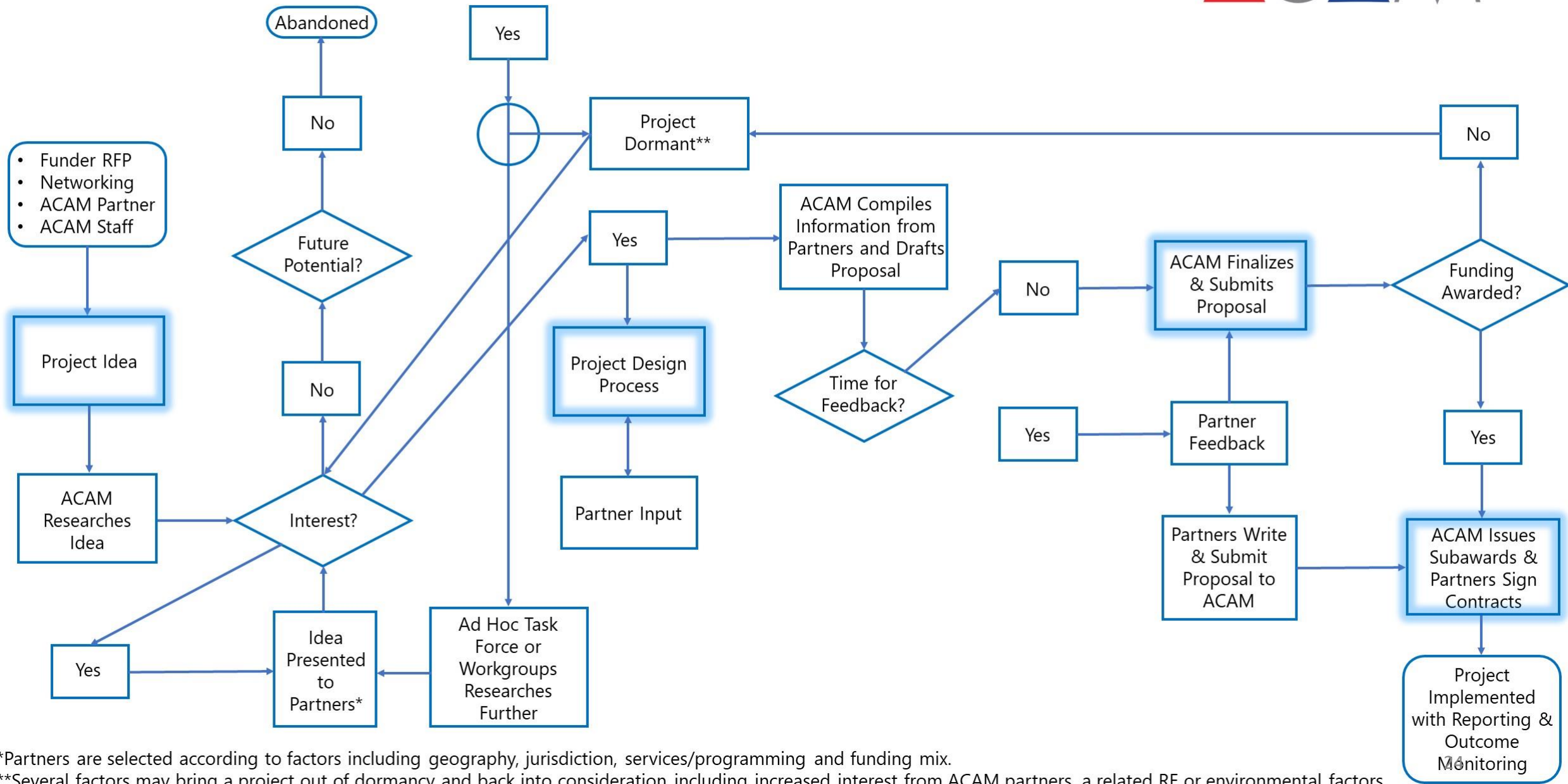
- provides infrastructure for the collaborative
- ensures everyone understands performance expectations and deliverables
- clarifies services to be provided and the related cost

THE COLLABORATIVE

- communicates with the coordinating agent and takes on assignments (preferably in advance of award)
- negotiates the expectations and cost of the coordinating agent's services

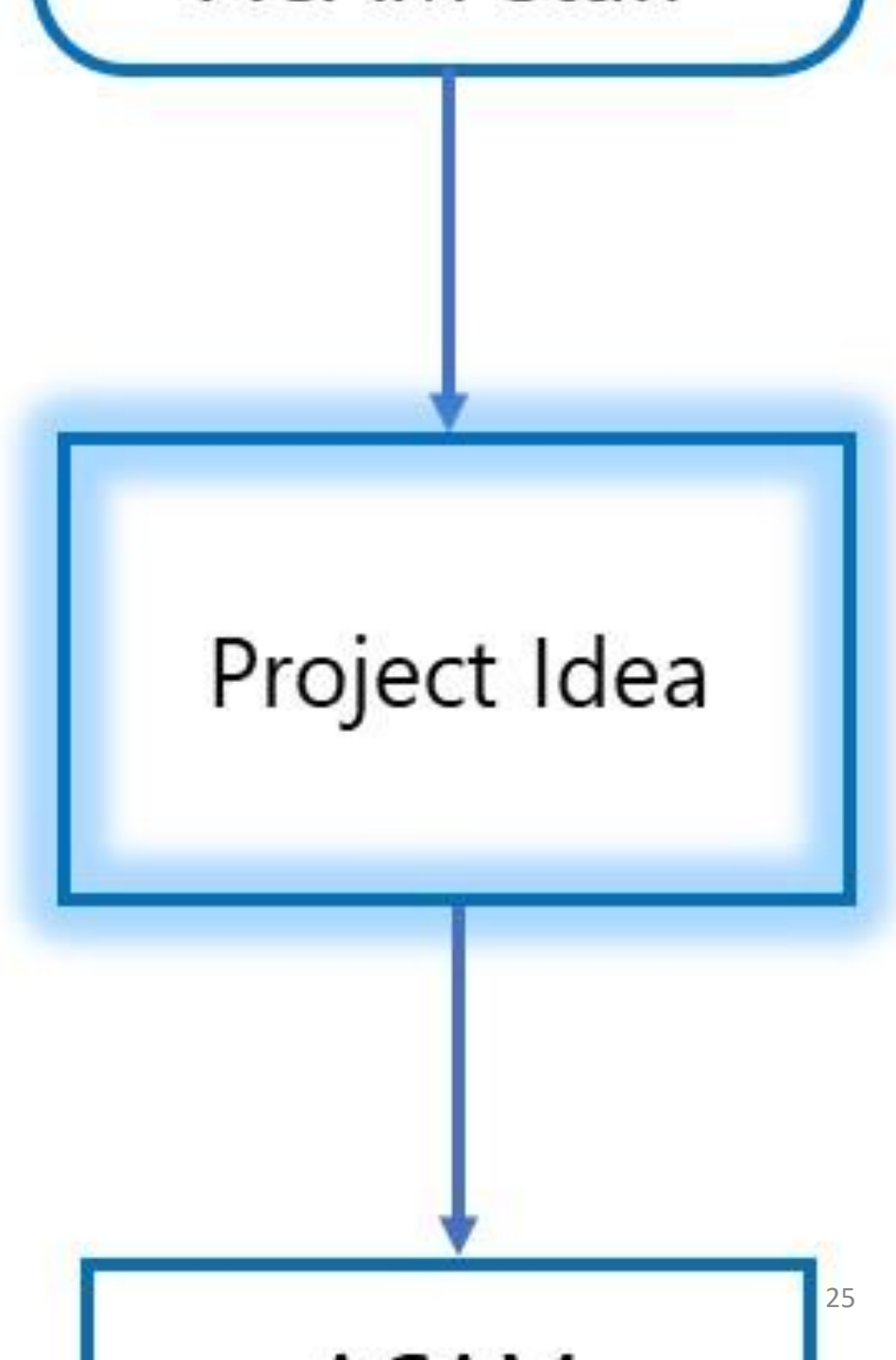


ACAM's Collaborative Initiatives Flowchart



*Partners are selected according to factors including geography, jurisdiction, services/programming and funding mix.

**Several factors may bring a project out of dormancy and back into consideration including increased interest from ACAM partners, a related RF or environmental factors.



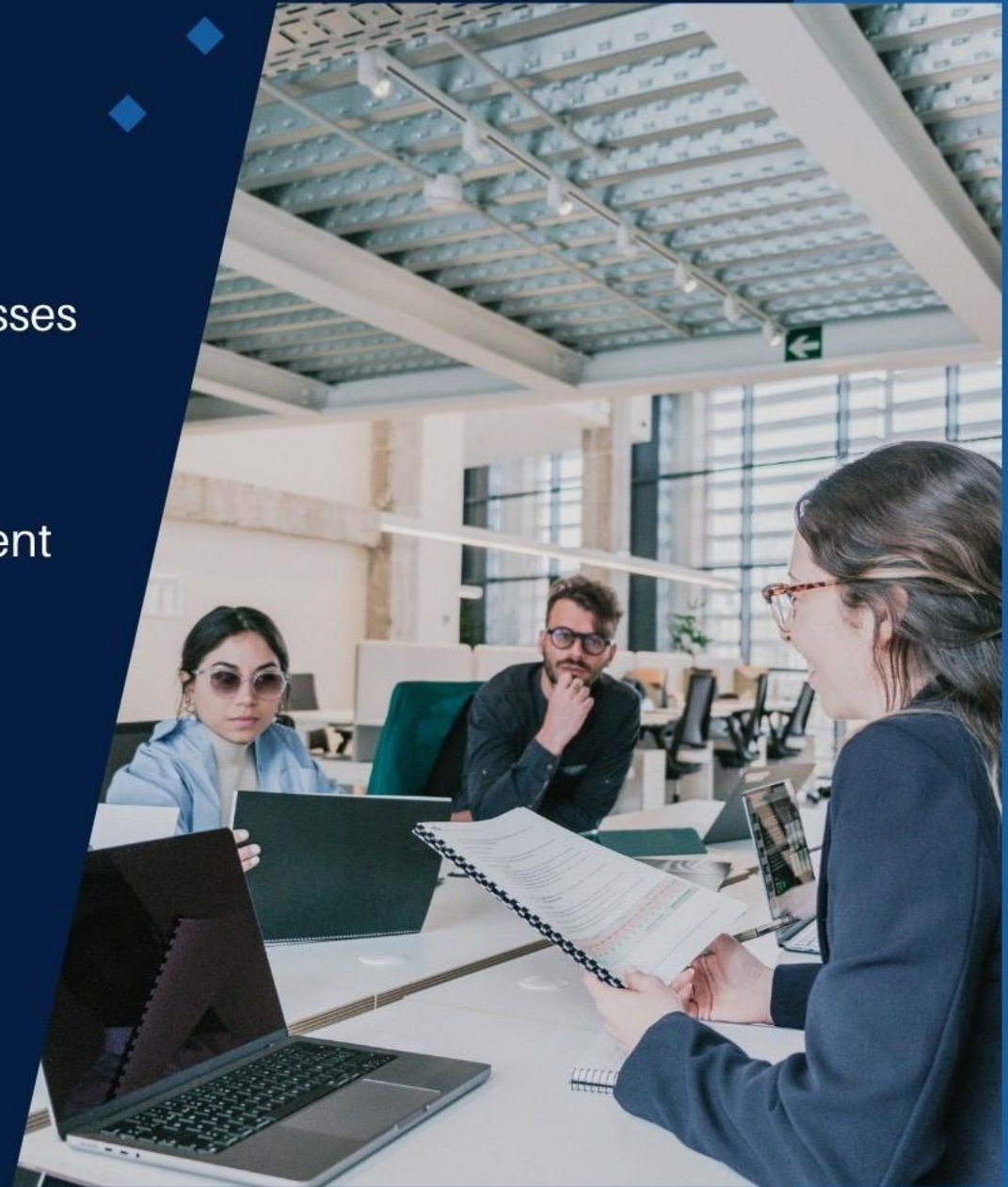
- ✓ Invite partners to the table
- ✓ Communicate and co-create
- ✓ **Delineate the role of the coordinating agent**
- ✓ Determine what information will create a compelling case statement
- ✓ Develop a template to collect information from partners as a pre-application

```
graph TD; A[ ] --> B[Project Design Process]; B <--> C[ ]; D[ ] --> B;
```

Project Design
Process

MENU OF POTENTIAL SERVICES A COORDINATING AGENT CAN PROVIDE

- Write and submit final proposals
- Execute subcontracts
- Coordinate required reporting
- Implement continuous quality improvement (CQI) processes
- Coordinate team meetings
- Disseminate funding to partners
- Act as a Fiscal agent as needed
- Manage accounting and auditing to ensure the transparent reporting of expenditures
- Collect output and outcome data
- Manage/design database
- Work with partners to establish evaluation plan and hire external evaluator(s)
- Market results (e.g., handbooks, evaluation, snapshots/ highlights, success stories, partner spotlights, etc.)
- Act as an internal evaluator
- Provide technical assistance and training sessions



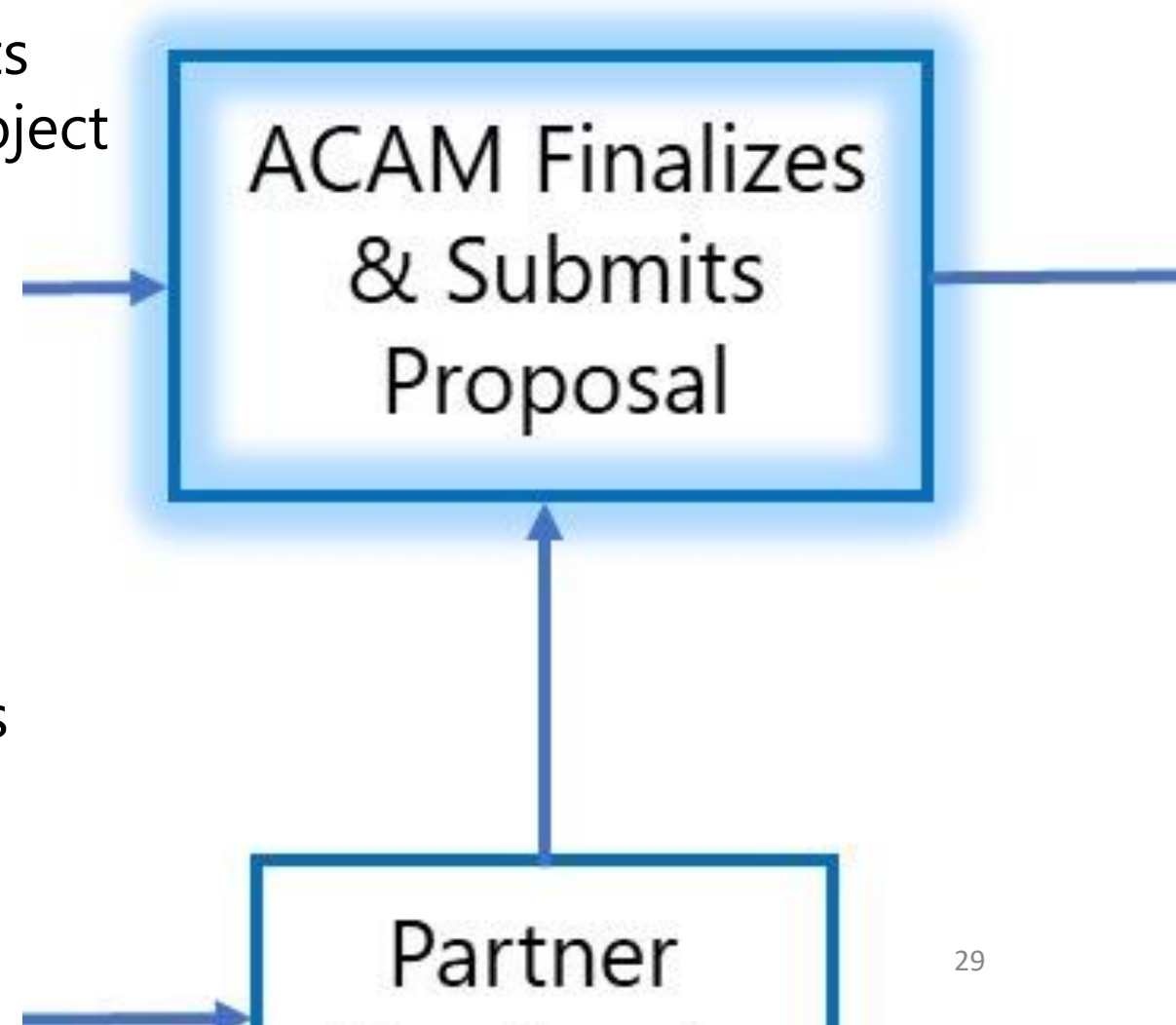
SAMPLE NEGOTIATED COORDINATING AGENCY BUDGET

Expense Category	Amount	Notes
Project Manager – wages	\$32,500	.5 FTE Data collection, reporting
Project Manager - benefits	\$8,450	26% of total
4 meetings with Leadership annually	\$1,600	Space, tech and refreshments
Accounting costs	\$7,200	\$600/mo. for accounting and related audit costs
Total	\$49,750	
Fund Development	\$12,000	Grant writer (research and development of 2 collaborative funding proposals)
Consulting Costs	\$30,000	External Evaluator
Consulting costs	\$9,000	Database modifications, data analysis, creating and producing reports (\$150/hr for 5 hours/mo.)
Training	\$10,000	Meetings with partner staff designed to increase outputs and outcomes through training
Total	\$110,750	

'Silver'
Services Budget

'Platinum'
Services Budget

- ✓ Compile and analyze partner data
- ✓ Compile and consolidate the commitments of partners to set targets for the entire project
- ✓ Consolidate all partner budgets into one for the entire program including leverage/cost-share
- ✓ Write a compelling, responsive narrative
- ✓ Collect and compile required attachments (letters of support, résumés, disclosures, financial statements, etc.)



Create a standardized budgeting form for all partners so that there is a consistent, shared understanding of the collective spending plan.

Financial data collected from partners may include:

- All sources of revenue
- Leverage/cost-share is important to show all activity and real cost
- Expenses (staffing, supervision, in-kind, direct and indirect costs, etc.)



Create a standardized form for all partners so that there is a consistent, shared understanding of the project deliverables, outputs and outcomes so that:

- Partners can articulate the program and their role in it
- Partners can envision the work – i.e., how it will be structured and who will manage it
- Partners can reasonably project outputs and outcomes (include standardized definitions for each metric)

The coordinating agent makes the whole greater than the sum of its parts.



Sample Narrative Template - Partner's Role and Capacity

1. Summary

Provide a brief description of your organization (mission, vision, history, summary of services, etc).

2. Project participation

Summarize your perceived role in the project, including a statement on the impact/outcomes. Describe how this project will benefit your organization and the people you serve.

3. Management

Describe how the organization is structured and led. Please include the qualifications and contact information of lead project staff.

4. Programs and Service Alignment

Describe how your services will enhance the work of the collaborative. Be specific about current services that could support the project.

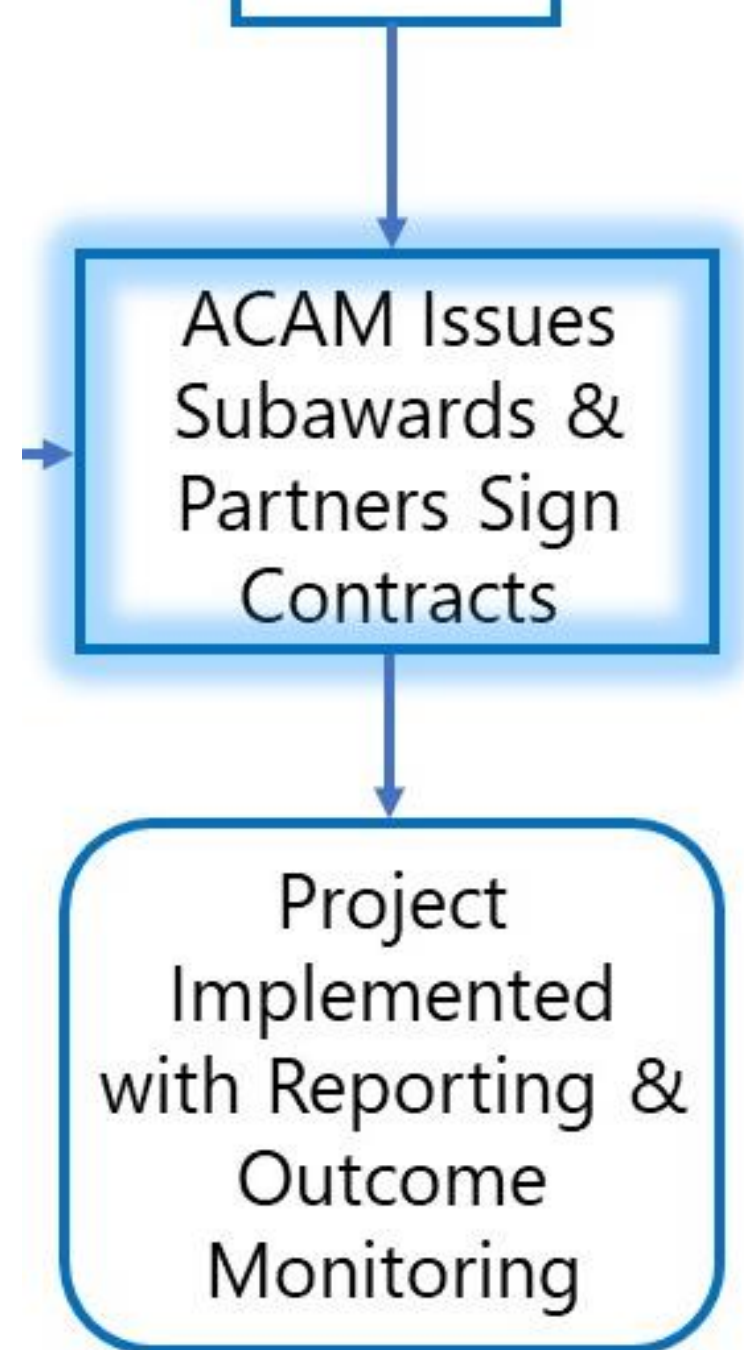
5. Financials

Provide a high-level summary of the organization's annual revenue and expenses including an explanation of funding structure.

Sample Standardized Target Table

Target	Definition	Annual Target
Outreach	Documented activities in the community specifically tailored to the target population.	TBD
Screened	Documented needs assessment activities that lead to the determination that an individual may be appropriate for services.	TBD
Enrolled	Eligible and appropriate individuals are enrolled and participating in the activity and that the agency supports participants.	TBD
Referred	Documented warm hand-off of a client or individual to an agency, resources, or professional known to be able to provide needed services.	TBD
Completed program	Add definition	TBD
Impact metric 1	Add metric	TBD
Impact metric 2	Add metric	TBD
Follow-up metric	Add metric	TBD

- ✓ Negotiate with partners based on awarded funding
- ✓ Create subaward agreements with specific expenditure and program targets using information from standardized templates
- ✓ Create Reporting Templates
- ✓ Ongoing continuous quality improvement (CQI) and technical support





Strategies for ensuring long-term success

Budget for real costs of collaboration (don't limit coordinating agent to a percent of funding)

Keep an updated roster of staff contacts at coordinating agent and all partners

In all contracts include clear, specific expectations for reporting, meeting, evaluation, access to data, program and expenditure targets, and deadlines

Make a contingency plan in case one or more partners doesn't meet projected targets

Propose less than the sum of partners' proposed targets (always under promise and over deliver)

If the coordinating agent is providing direct services, it should have a separate budget and logic model for coordinating services and for direct services

Maintain a culture of collaboration and equity

Don't assume that contractual obligations have been communicated to all staff

Involve partners in fundraising (specifically bring leadership to participate in meetings with funders)

Meet with funders regularly to provide updates on what's working and what's not – well before any reports are due

ESSENTIAL EVIDENCE OF VALUE POSITIONS THE COLLABORATIVE FOR FUTURE FUNDING

- Well-defined consolidated reporting demonstrates compelling outputs and outcomes
- Accurate and robust financial reports, when consolidated, provide evidence of cost effectiveness and cost-share

EFFECTIVE COLLABORATION IMPACTS SUSTAINABILITY

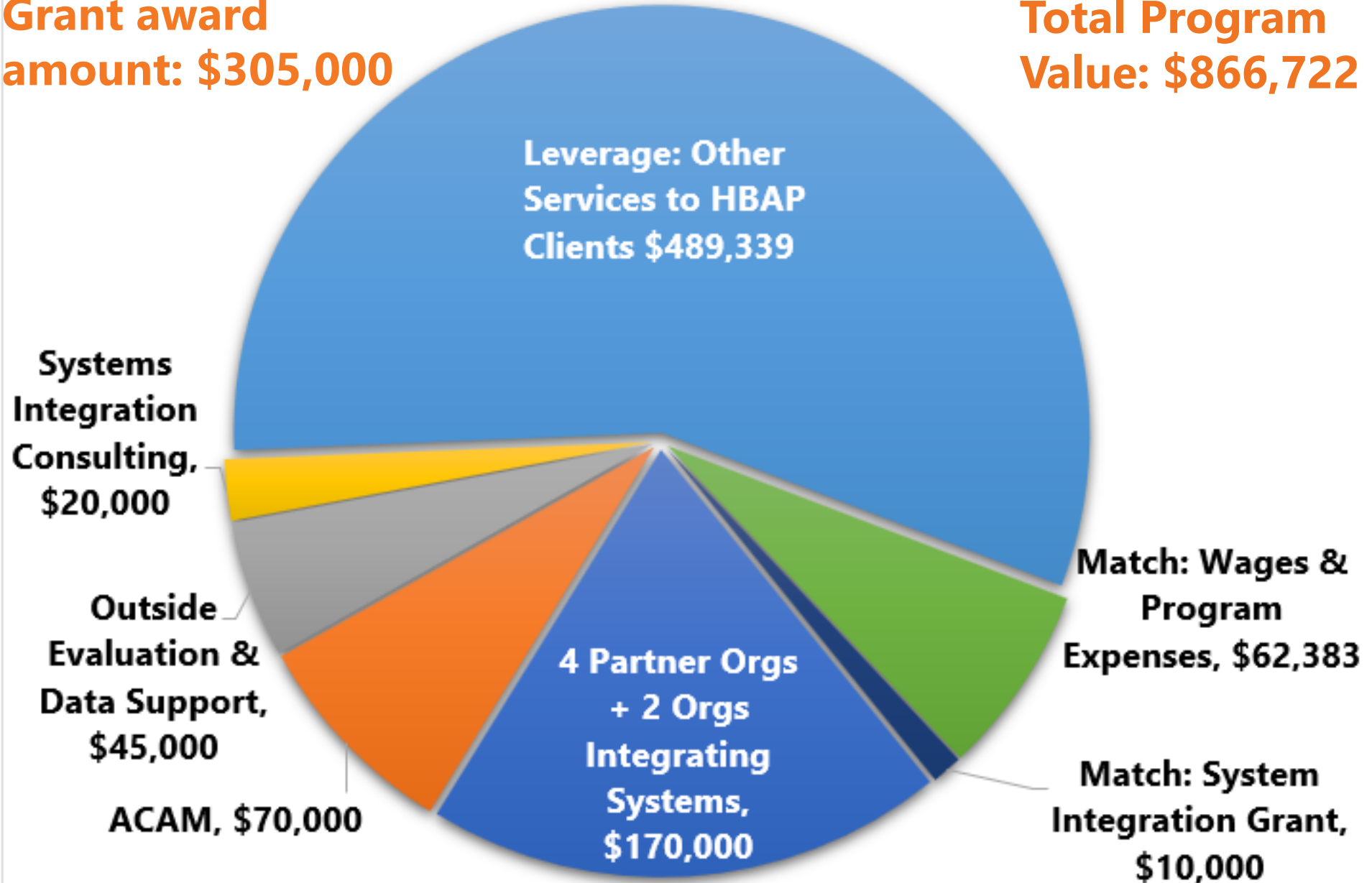


Young Adult Employment & Training	Service Provided by the Collaborative	# of Orgs. Providing the Service	# of Services Provided through Warm Referrals	# of Total Visits/Service Units	Unduplicated Individuals/Yr.
Recruitment/Outreach	1	7	NA	N/A	6,500
Screen for Eligibility	1	6	NA	N/A	1,245
Enrolled	1	6	NA	N/A	500
Strategies that lead to completion of the requirements for a HS diploma or GED	1	1	3	180	75
Alternative secondary school or dropout recovery services	0*	0*	3	120	10
Paid and unpaid work experiences as part of occupational education	1	3	3	1,440	30
Occupational skills education required by certain occupational fields	1	3	4	1,470	160
Integrated Education and training	1	4	2	1,430	120
Leadership Development Opportunities	1	2	3	220	110
Wrap-around Services & Barrier Removal	1	2	2	225	115
Adult Mentoring	1	3	2	105	105
Follow-up Services	1	4	2	205	205
Guidance Counseling	1	2	3	205	205
Financial Literacy Education	1	2	2	260	120
Entrepreneurial Skills Training	1	1	3	155	55
Career Awareness, Career Counseling, and Career Exploration Services	1	3	1	280	280
Prepare For and Transition to Postsecondary Education and Training	1	3	1	220	210
TOTAL	24	54	42	7,635	500

One Year Grant Impact Summary

Grant award amount: \$305,000

Total Program Value: \$866,722



ROBUST COLLABORATION LEADS TO A GREATER PROSPECT OF SUSTAINABILITY



Demonstrate to funders

- that their investment is leveraged
- how additional funding will impact outputs and outcomes



Make a case statement for current services and any additional services that may enhance the program



Use information to make program operating changes and co-create those enhancements that can be funded





QUESTIONS



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Cell: (281) 881-2258
710 N Post Oak Rd, Ste 210
Houston, TX 77024





KEEP
CALM
AND TAKE A
10 MIN
BREAK!

Practicalities of Funding Collaborations

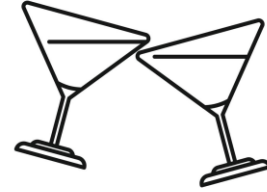
BREAK OUT **and** **REPORT OUT**

Using the JSI tool and notes from Sharon's presentation, have a discussion with your team regarding your financing template.

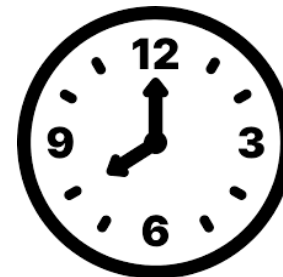


- *Where is your ACH: early stage, or moving to mid-stage?*
- *Where are you now with potential funding partners?*
 - *Consider partners who both provide services to your POI who may also be a potential funding partner (e.g. a health system or MCO?)*
- *What take-aways from Sharon's presentation can you utilize in your ACH?*

- **Aisha Williams**, *Atlanta Regional Collaborative for Health Improvement (ARCHI)*
- **Liz Baxter, MPH**, *North Sound ACH*
- **Josie Williams**, *Georgia Health Policy Center, Georgia State University*
- **Kitty Bailey**, *San Diego Wellness Collaborative*



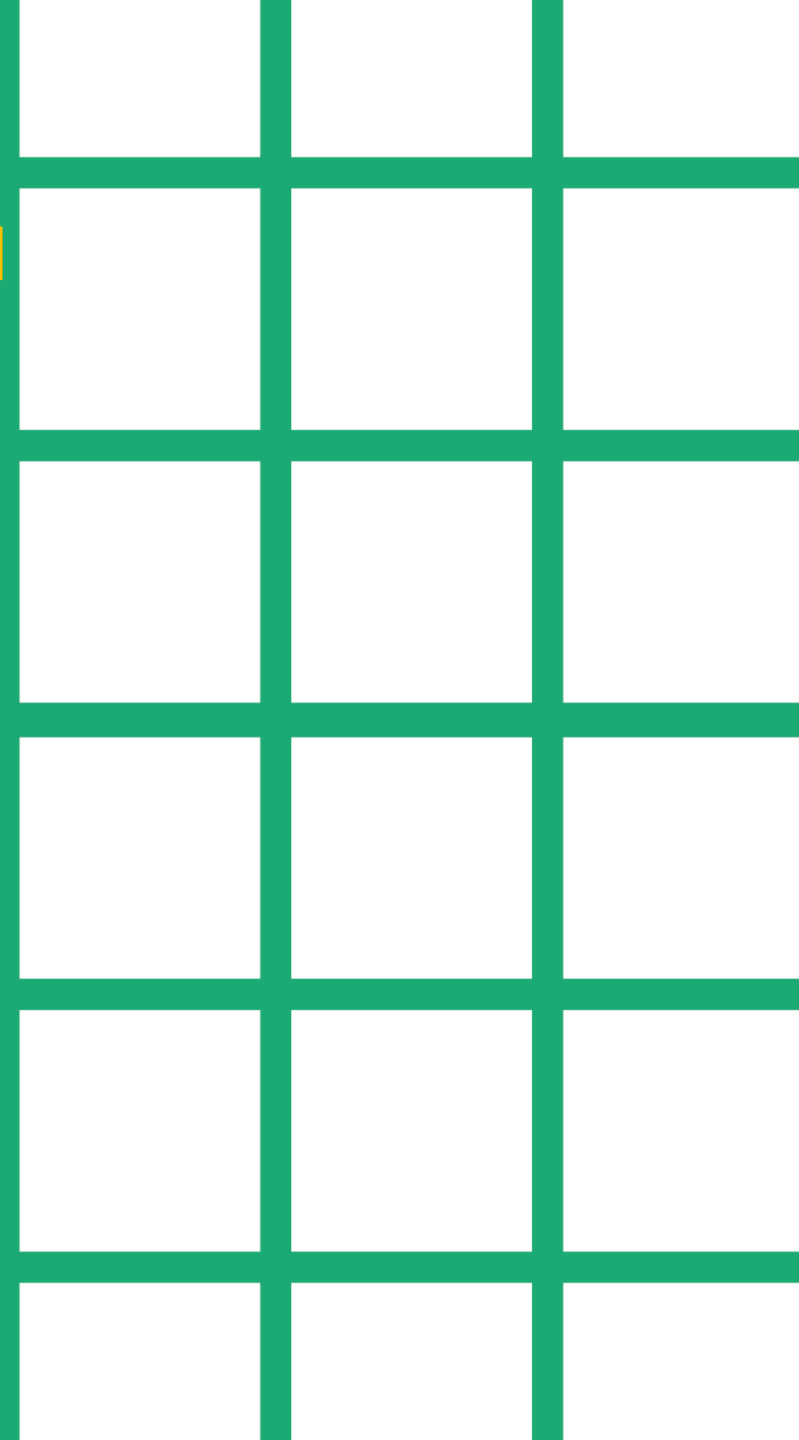
Evening Logistics



Identifying diverse funding sources for your ACH

AGENDA Day 2

- 1 Day 1 Review and Take-aways
- 2 Traditional vs innovative funding
- 3 Site breakouts / cross-site sharing



Support for Sites: JSI Tool Kit related to Sustainability

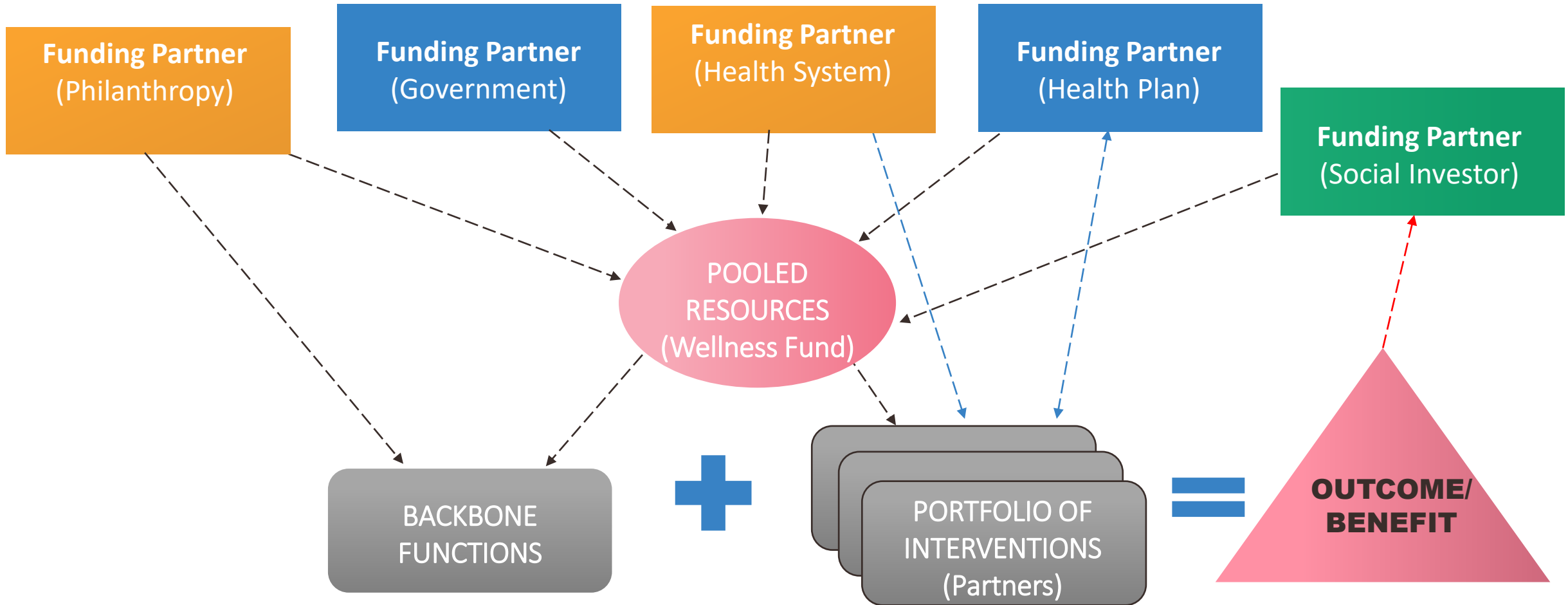
Blank Tools

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3. Measuring Outcomes
4. Funding Approach
5. Budget Template
6. Funding Sources
7. Pitch Outline

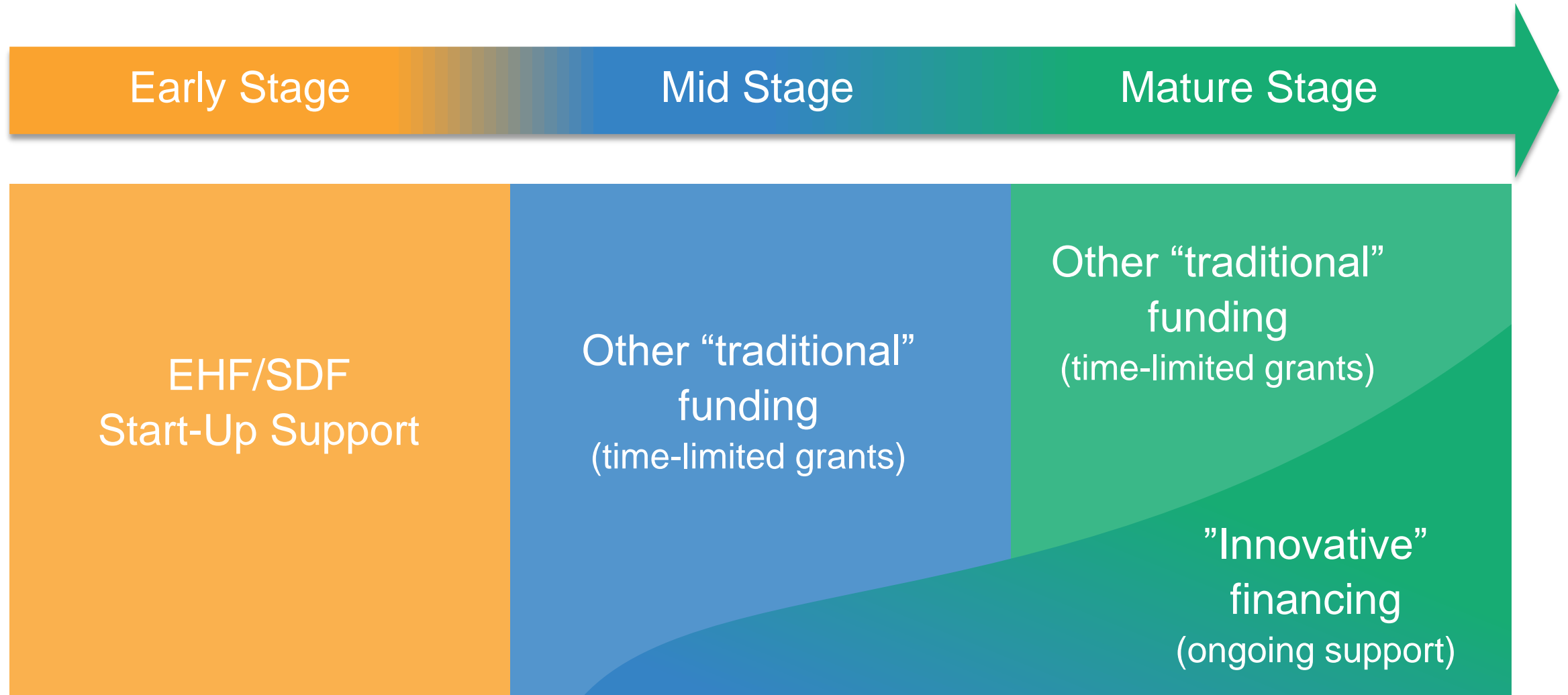
Sample Tools

1. Value Proposition
2. Aligning Activities
3. Measuring Outcomes
4. Funding Approach
5. Budget Template
6. Funding Sources
7. Pitch Outline
8. Description of an example collaborative

JSI Financial Sustainability Visualization Tool



Sustainability and the ACH Developmental Journey



Funding: Traditional vs. innovative funding

TRADITIONAL FUNDING

- Grants from private philanthropy
- Government grants (federal, state or local)
- Community benefit grants from health systems
- Health plan (MCO) foundation grants

INNOVATIVE FUNDING

- MCO service contracts
- New HHSC or insurance-covered services
- Hospital/health system contracts
- Government services (e.g. criminal justice)
- Social impact funding (e.g. repaid by businesses)

Preliminary sustainability questions for ACHs... before you seek funding

(You may already have answers to this, but do all partners know them?)

- What will your ACH raise funds for (Portfolio of Interventions - POI)?
- Understanding ACH interventions vs. partner interventions they do on their own
- How will decisions be made about what grants to pursue and how funds will be distributed?
- How will you cover backbone expenses?
- How are partners engaged in backbone activities? (which ones, in-kind contributions?)

As an ACH, you are social entrepreneurs attempting to work upstream to build healthier communities.

- Know this is a long game, it will take years, and may start small
- Know what your target customers (funding partners) value – what problem can you help them solve? (could be financial, reputation-related or other value)
- Who stands to benefit from the work you are doing?

Developing a Sustainability and Financing Framework

	EHF/St. Davids	Other Foundations	Government (Local, State, Federal)	Managed Care Organizations	Hospital Community Benefits	Banks, Other Businesses	Social Impact Investors
Who already funds us? (Current funding partners)							
Who are potential new funders? Who do we know?							
What do they normally fund? How? (Grants, service contract, loans)							
What are we trying to fund? (our POI)							
How does our POI fit potential funder goals?							
How do we find other potential funders based on our POI?							
Who have we talked to? Follow up?							
What's our value prop to each potential funder?							
Willingness to fund backbone costs?							
Tools							
Pitch deck							
Budget/business plan							
Outside resources to source, introduce, write							

DISCUSSIONS

Site-specific Sustainability and Financing Framework

Sustainability and Financing Framework: *Moving from Early-Stage to Mid-Stage*

QUESTIONS

- “Aha” moments?
- What did you identify as opportunities?
- Which innovative funding mechanisms do you need to learn more about?
- What are your site’s specific next steps
 - What resources do you need?
 - Who is going to do it?
 - By what date?

OPEN SPACE TECHNOLOGY



WHEN IT'S
OVER,
IT'S OVER

WHOEVER
COMES

ARE THE
RIGHT
PEOPLE



THE LAW
OF TWO FEET

4

GUIDING
PRINCIPLES

WHENEVER
IT STARTS
IS THE
RIGHT
TIME

WHATEVER
HAPPENS IS ALL
THAT COULD HAVE

