

## **Attachment 9: Preliminary Sustainability Plan**

UMRHN evaluates the Network's sustainability on a continuous basis. Key strategies for sustaining the services established through this *Pathways to Health Careers Pipeline* program include:

### **Documenting the value of the network programs and services to its member organizations**

The Network Director and the UMRHN Finance/Sustainability Committee address how to quantify and promote the Network's value at their monthly meetings. This committee is often the starting point for concepts and ideas that are later taken to the full Board of Directors. The Network's marketing plan was developed in collaboration with Network members with their focused areas in mind. The Network has developed a dashboard which effectively reflects the status of the Network's goals and objectives. Activities taken to reach these goals and objectives are reviewed on a monthly basis, and the entire dashboard is reassessed annually. The outcomes and deliverables from this *Pathways to Health Careers Pipeline* program will be added to the dashboard and reviewed on a monthly basis.

The Network Director strives to keep abreast of current and future challenges the Network members face, both collectively and independently with their specific organizations. In addition to the monthly group meetings, time is spent individually with the Network members to learn about priorities, initiatives, and to look for new collaborative opportunities. The group implemented an annual sharing day where members present the top three goals for their agency in the coming year. This prompts several discussions and ideas, which can either be added to the group's monthly meeting agenda or researched further by the Network Director.

### **How the network plans to continue to work together**

UMRHN currently has a standing Finance/Sustainability Committee that meets on a monthly basis to identify strategies and resources to deploy in support of Network programs. Financial commitment comes in the form of in-kind resources, fee-for-service, and collaboration on multi-sector grants. The Network has financial systems and practices in place to maintain adequate funding resources for its operations.

The first item on the Board's monthly dashboard review is "Strengthen the Network for Sustainability." Specific activities that are discussed on a regular basis include:

- Pursue private funding or matching of donations (Give Local)
- Hold fee-for-service School Health Workshops (SHW)
- Identify other potential grants

Through the above activities, UMRHN has identified and successfully secured contractual arrangements to provide services to Network members undertaking new projects. In addition, the activities listed above also uncover new priority areas which can be funded from other sources. The Network has successfully diversified its funding sources over the last several years by concentrating specifically on sustainability.

## **Integrate the proposed program into the routine workflow of the network member organizations**

The *Pathways to Health Careers Pipeline* program provides the unique opportunity to establish a foundation for processes that can be incorporated into Network member organizations and continue to benefit them for years to come.

Regarding **Goal #1**, the increased exposure and usage of the simulation lab on the USC Lancaster campus will help establish strategic partnerships for future training and potential funding opportunities throughout Lancaster and Chester counties and beyond.

**Goal #2**, increasing professional training opportunities, provides a flexible foundation on which each Network Member can tailor what works best in their organization. The development of a preceptor handbook/toolkit will be a lasting guide in case leadership and/or staff change. The potential policy changes in modifying employment agreements can ensure that there are preceptor opportunities well into the future.

In **Goal #3**, USC Lancaster will be viewed throughout the state and Southeast region as an accessible educational pathway for training certified health coaches. The training costs will be sustained by tuition costs, once the program is accredited. The tailoring of the training to meet the CPT codes now under development will ensure the sustainability of the health coaching as a viable position in the healthcare workforce.

Through **Goal #4**, the K12 schools, STEM schools, technical colleges, and alternative education programs will develop new partnerships for training opportunities. These partnerships will last well beyond the funding for this program. Further, the development of a Healthcare Career Manual will ensure students are informed of the myriad opportunities for their future.

Finally, **Goal #5** provides a variety of opportunities for the Network itself to increase its capacity, which translates into sustainability. The deliverables that will be produced, such as the multi-year strategic plan, marketing plan, business plan, and of course the sustainability plan will establish a solid foundation to ensure the longevity of the Network is kept at the forefront.