



Webinar: Sustaining Lifespan Respite and Strengthening Stakeholder Engagement

February 22, 2017

Overview Webinar

- **The Finance Project Study: Lessons Learned**
- **A focused look at one of the four essential elements of sustainability**
- **Introduction of the ARCH Sustainability Learning Collaborative**

Using the chatbox, answer this question: How many years of financial sustainability are you reasonably confident your State's Lifespan Respite System has?

The Finance Project Study

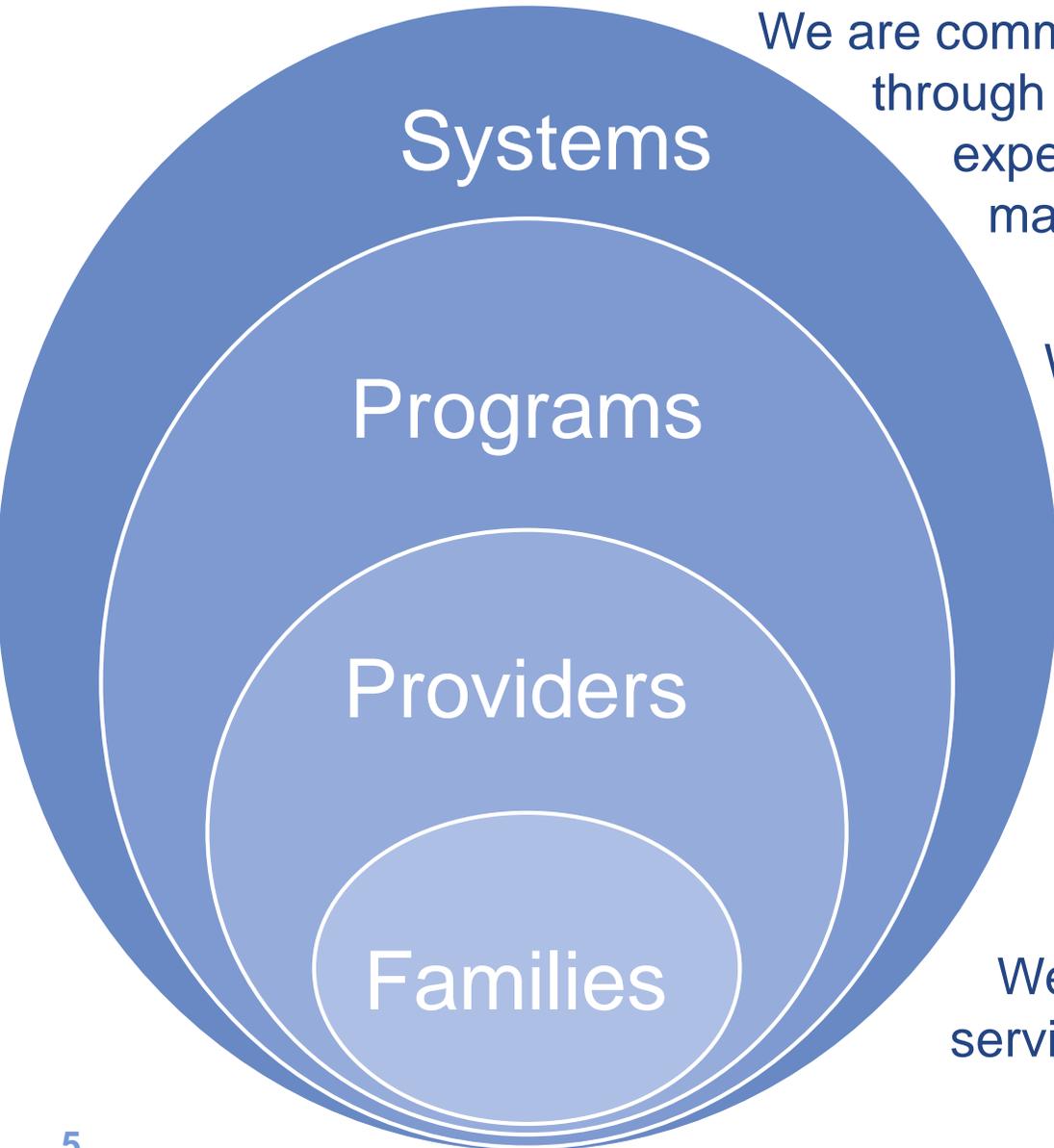
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- Eight states participated in a finance sustainability planning project.
- We interviewed state project coordinators and exemplary state coordinators.
- Although none of the project states had succeeded in developing a written comprehensive state plan at the time interviews were conducted, **all** of the project states instituted changes that they believe improve the likelihood of sustaining their respite system.



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

What are we sustaining?



We are committed partners with shared vision & leadership that continues through times of economic & political flux. Our partners have diverse experience, expertise, first-hand experience & vision, decision-making authority, a willingness to advocate, & political clout.

We have principles, plans & procedures to guide decision making & activities. Our program & partners have sufficient & stable space, time & materials. We have a “safety net” of human & financial resources for lean times.

We can count on support — training, resources, respectful relationships — so that we can provide supportive care.

We can count on accessible, affordable and appropriate services when and as long as needed.

Sustainability in Context

Are we
getting it right?
(evidence)

How should we
support respite?
(available, accessible,
affordable)

Why should we support respite?
(systems infrastructure)

Markers of Sustainability

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- **People** from multiple contexts
- **Plans** that reflect a shared vision and strategies
- **Practical Actions** that result in concrete deliverables
- **Policies** that reinforce infrastructure

PEOPLE

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- ① **Be strategic and inclusive.**
- ② **Share leadership and plan for succession.**
- ③ **Establish enduring and productive partnerships**

Plans

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One of our members, our evaluator from (a neighboring university), she's also a great facilitator. She knows how to do planning. So we paid her out of the grant. She did a two-day meeting, and we used the logic model and some other things we had gotten from the project itself. She let us do that. She did some really interesting things. She made it participative so that every person was engaged. And she got to the point of what the sustainability plan was looking for. Every person was absolutely engaged in it...We couldn't have done it if she hadn't been the facilitator. I really believe that. So she's the one who got us the answers, who pulled it together in terms of indicators and that type of things. That's how we got to where we are today, with excellent facilitation.

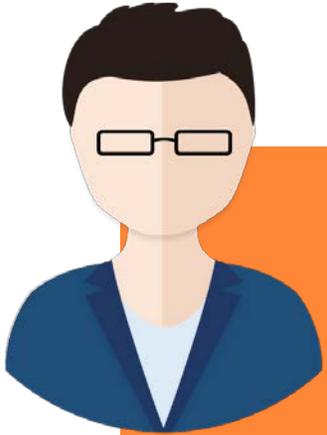
PLANS

10

- ① **Develop a sustainability plan.**
- ② **Find a facilitator.**
- ③ **Distinguish between human time and institutional time.**

Practical Actions

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I'm an opportunist. I saw (The Finance Project) as an opportunity to work not just on lifespan respite, but more broadly on sustainability in everything we do.

PRACTICAL ACTIONS

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- ① **Forge state agency fiscal partnerships.**
- ② **Encourage existing programs and initiatives to incorporate respite activities.**
- ③ **Use multiple financing strategies.**
- ④ **Use performance measures to document need and benefits.**
- ⑤ **Encourage grassroots support.**
- ⑥ **Use technology to inform, educate and increase access.**
- ⑦ **Target and leverage funding.**

Policies

13



You tend to get bogged down when you work for the state. There is that bureaucratic weight that kind of presses you down. It's really exciting to have something new, that we're in control of, and does something positive.

POLICIES

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- ① **Encourage organizations to incorporate respite guidelines and policies.**
- ② **Develop government policies that support lifespan respite.**

What's the Key Ingredient for a Successful, Sustainable Coalition?

A diverse group of *people* working together to achieve a shared vision.

People in successful collaborative partnerships believe change is possible and goals can be achieved.

A sustainable coalition has a core team of at least 3 – the backbone of the coalition. They're knowledge keepers, connectors, and champions.



Coalition members aspire to a common vision and goals. Small successes along the way keep them involved and motivated



Coalition members belong to or are connected with at least one of the systems in the checklist.

Among the members are people:

- With decision-making authority.
- Connected to others with influence and knowledge.
- With first-hand experience as a family caregiver or care recipient.

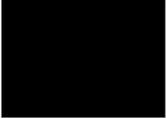
WHO are the people in your coalition?

- ✓ Do 50% of the members have the qualities in the blue columns?
- ✓ Does at least one member have political clout?
- ✓ Do members from key organizations have decision-making power?

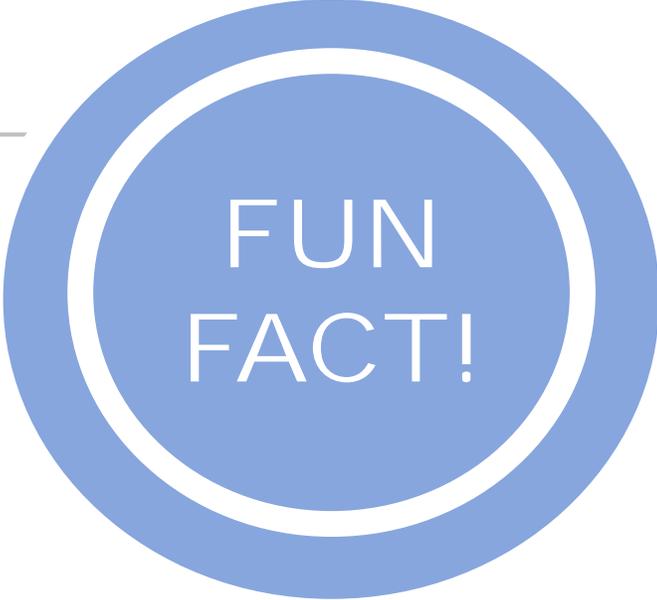
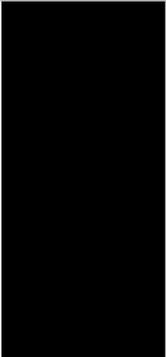
Your coalition should include or have strong connections with people in the following systems. Make sure each box on the left can be checked.

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Your coalition should include or have strong connections with people in the following systems. Make sure each box on the left can be checked.		Personal experience with respite	Professional knowledge of respite	Political clout and connections	Decision-making power
<input checked="" type="checkbox"/>	Faith communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Private-sector nonprofit organizations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	Private sector businesses and employers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	Volunteer organizations and clubs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	Healthcare sector	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	Education community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	Charitable foundations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Philanthropic individuals	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Legislators and other policy makers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Veterans and military families	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>



The number of meetings people attend is **not** a reliable indicator of successful collaborations. A better indicator is the quality of the relationships within the group.



FUN
FACT!

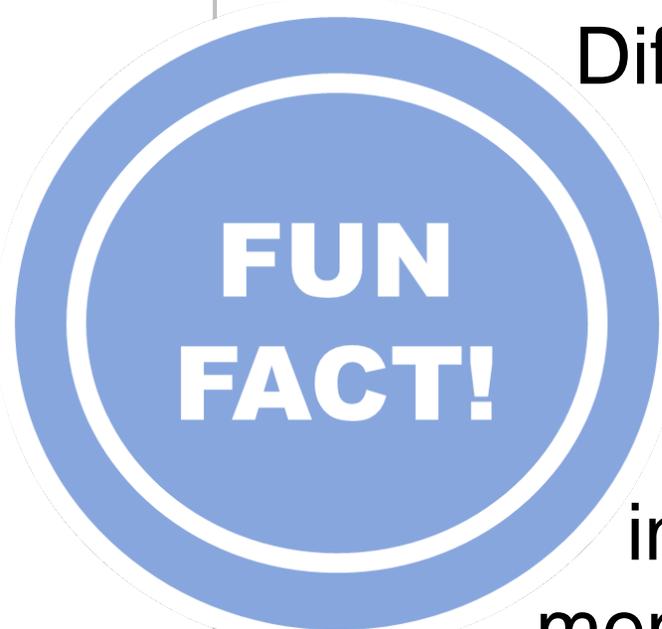
The coalition's most productive work usually happens outside of meetings



Remember what we discussed at the meeting? Well, I've had this thought...



Good idea! I know someone who might be able to help. I'll give her a call...



**FUN
FACT!**

Different sized groups work in different ways. **Pairs and threes** work well for focused tasks to be brought back to the larger group. **Four to 10** work well generating and refining ideas. **More than 10** brings a diversity of great ideas and influence, but larger numbers may inhibit reticent members from participating, and leadership struggles are more likely. (www.faculty.londondeanery.ac.uk).

What's the Key Ingredient for a Successful, Sustainable Coalition?

A diverse group of **people** working together to achieve a shared vision.

People in successful collaborative partnerships believe change is possible and goals can be achieved.

A sustainable coalition has a core team of at least 3—the backbone of the coalition. They're knowledge-keepers, connectors, and champions.



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WHO are the people in your coalition?

Your coalition should include or have strong connections with people in the following systems. Make sure each box on the left can be checked.

- Faith communities
- Private sector non-profit organizations
- Private sector businesses and employers
- Volunteer organizations and clubs
- Health care sector
- Children's, aging, and disability groups
- Education community
- Charitable foundations
- Philanthropic individuals
- Legislators and other policy makers
- Veterans and military families

- Do 50% of the members have the qualities in the blue columns?
- Does at least one member have political clout (power or influence)?
- Do members from key organizations have decision-making power?

	Personal experience with people	Professional knowledge of people	Political clout and connections	Decision-making power
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ARCH
National
Respite
Network
And Resource Center
www.archrespite.org



1 Changes in agency leadership.

When state political leadership changes, new agency and program appointees may not possess a clear understanding of respite. Government transitions may influence the stability and sustainability of respite services and initiatives in either direction.

2 Power concentrated in a single leader.

Planning and coordinating groups led by a take-charge, dynamic personality may appear strong while that person remains in a leadership position, but when that person leaves, there may be a leadership vacuum.



Have a clear, concise, compelling plan to share with new leaders.

Your core group should include people who are likely to remain through times of change, and who are able to articulate the importance of respite and convey the groups' goals and plans to new leaders.



Seek and mentor leaders, and share leadership.

Make sure your core group includes more than one person who knows the groups' history and understands its shared purpose. Discuss the importance of shared leadership at the time your group is formed, and consider writing guidelines or bylaws that formally incorporate ways to share leadership and pass knowledge to new members.



3 Planning groups without clout.

Successful planning and coordinating groups include multiple ways for members to share their ideas and talents. But without someone who can influence organizations or policies, even the best ideas and plans may not materialize.



Look for people who understand the importance of respite and who have authority and influence. The core group should frankly discuss inviting individual members who have decision-making power within key organizations, and members who have influence in drafting and/or advocating for legislation and policies that support respite.

4 Groups lacking shared purpose and meaning.

If groups are too large in number or too professionally distancing in tone, some members may feel reluctant to share ideas. Shared purpose requires shared participation, and these foster the commitment from all members that is necessary for sustainability.



Build consensus around a common mission and goals. Groups and coalitions meet for many reasons—to plan, learn, exchange information, conduct business, and to form partnerships and friendships. Whatever your purposes, make them clear for each meeting. If tasks or group dynamics become challenging, find a skilled facilitator—either from within or outside the group—to help smooth the path forward.

Challenges to Sustainability → and How to Counter Them

5 People unskilled at interpersonal relationships and collaborative work. →

Some groups include persons with the right credentials, but without the willingness or know-how to work in true collaborative partnerships. Strong interpersonal relationships are fundamental to success.

Choose members wisely.

Encourage opportunities for communication and warm relationships among planning partners. From the outset, invite people who want to, and are skilled at, working collaboratively.

Page 8,
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THE SUSTAINABILITY LEARNING COLLABORATIVE

for ARCH Lifespan Respite Grantees and Partners, Spring, 2017

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- Active peer-to-peer learning facilitated by experienced state leaders: *Sharon Johnson* (Nebraska), *Amy Nazaire* (Massachusetts), *MaryJo Alimena Caruso* (Pennsylvania), *Cheryl Smith* (Alabama)
- Focus on actual work with technical assistance provided during scheduled Webinars and phone conferences.
- State respite coalition leaders and current and former state Lifespan Respite grantees are welcome.
- Contact *Susan Summers* for more information on how to participate: cssummers@earthlink.net

For More Information

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Susan Summers, PhD and Casandra Firman, MS
cssummers@earthlink.net and cfirman@friendsnrc.org

ARCH National Respite Network and Resource Center
<http://www.archrespite.org/>

Lifespan Respite Technical Assistance Center



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