



Improving Organizational Sustainability through Collaboration and Communication

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Disclaimer

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Goals for today

- Describe how strategic communications can support sustainability
- Define “strategic partnership” and identify three potential benefits these partnerships can provide an organization or program
- Name three best practices for cultivating a relationship with a potential funder

But, I don't have time for this!

Daily Checklist:

- Deal with email inbox!
- Return phone calls
- Meetings and more meetings
- Stay on top of current events, data and trends
- Write grant proposals, reports to funders
- Fill job openings
- Manage daily crises.
- Write *more* grant proposals
- Keep staff morale high
- Oh yeah, send pithy Tweets and form a strategic partnership by COB!**



Yes, you do!

- Strategic communications and collaborations can be part of the fabric of your organization.
- Think of these not only as tasks in a “job description” but as part of the culture of an organization.
- The goal? Cultivate the skills and attitudes – and financial support -- to maintain an ongoing and continuous focus on strategic communication & collaborative partnerships throughout the organization.

The Big Picture: Sustainability

- The program capacity to achieve long-term success
- Providing high quality services without the threat or loss of financial support.
- Maintaining and continuing program services with support of diverse funding
- Ensuring that the program becomes an integral and permanent part of community resources.



Sustainable Programs have

- Have solid, strong foundations
- Healthy, realistic, and effective organizational structures
- Solid and continuous financial support
- Adequate and qualified staff
- Effective marketing
- A fund development and sustainability plan

Communications & Collaboration are the Glue in your Sustainability Plan



Built to Last: Webinar on Programmatic Sustainability (see OAH website “For Grantees and in the PAF section)

Various approaches, frameworks and definitions of sustainability

Communications & collaborations are key elements across the models

What it can look like

- **Community partners are working with you** to implement your program's curriculum.
- A **local foundation** Tweets about outcome evaluation findings from your recently published program success story published jointly with a local university.
- A **statewide coalition** invites you to present; a regional grant maker is impressed and asks you to submit a grant proposal.



What do these scenarios have in common?

- They resulted from the program or organization's strategic communications and collaborations and reflect the work of multiple staff
- The organization's mission and programmatic work is communicated to diverse audiences
- They underscore the value of the program to the local community and/or to the field.

**Part 1:
Understanding
how a
communication
strategy supports
sustainability**



Why Communication Matters to Sustainability

- Communicating well supports your project today and in the future
- Not only is your target population more likely to know about you...
- But so are others who have the potential position and influence to help.

We live in a networked society. Communicating well with our network strengthens it and extends our reach.

What's the difference between a method and a strategy?

- A communications method is a technique or channel to reach an audience with message.
- A communication strategy includes the goal, the audience, the method and the message.

See Chapter 3 of Collaboration Toolkit for tips on communications

<http://www.hhs.gov/ash/oah/resources-and-publications/learning/coll-tk/index.html#chapter-3/>



Tips for Creating a Communication Strategy for Sustainability

Critical elements

1. Have a goal or set of goals
2. Have a target audience
3. Have a developed message/identified messengers
4. Employ at least one and possibly multiple communication methods or “channels”
5. Include a timeline
6. Include a plan for evaluating success

Message Box Example

What we do

**Our vision
(What we need)**

Project
Name

**Why it
Matters
(What's the
problem?)**

**How we are succeeding
(What's our solution?)**

Share, share, share: it takes more than a newsletter

- **Take the stage.** Seek out opportunities to tell your story in person. Present at coalition meetings, conferences, local events.
- **Timing is everything.** Be ready to engage. Op-eds, letters to the editor can elevate your organization's profile.
- **Personal correspondence.** Be proactive about building a relationship with prospective funders
- **Social media.** It's where it's at.

Social Media: Is it worth our time?

Challenges

- Convincing powers that be that this is a good idea
- Controlling the message
- Time
- Privacy

Opportunities

- Reach reporters, thought leaders, funders, policymakers
- Less expensive than traditional advertising
- Reach audiences more quickly
- Continuous engagement rather than a “one-time shot”

To Tweet or Not to Tweet?

If you want to reach:

- Media
- Opinion elites (bloggers, pundits, and the like)
- Politicians
- Leading organizations



Then, Twitter should likely be part of your strategy.

Can Facebook help?

If you want to

- 1) Build awareness of your organization/cause
- 2) Create a network you can activate when there's something in play
- 3) Reach:
 - Families
 - Friends
 - Other organizations



YouTube for nonprofits

Good for:

- Fundraising
- Sharing stories to bring your cause to life
- Free hosting (Can embed the video right on your website)



Note: To go viral, video needs to be exceptionally clever and you need to just plain get a little lucky.

Poll on Communications

How many people have a sustainability plan that includes a communication strategy?

Communication and Sustainability Resources

OAH Collaboration Toolkit

- Ch. 2 - Effective Outreach Strategies:
<http://www.hhs.gov/ash/oah/resources-and-publications/learning/coll-tk/index.html#chapter-2/>
- Ch. 3 - Communicating Clearly:
<http://www.hhs.gov/ash/oah/resources-and-publications/learning/coll-tk/index.html#chapter-3/>

OAH webinar, April 18, 2012

- Showcasing Program Successes for Multiple Audiences;
Pregnancy Assistance Fund Grantee Webinar
<http://www.hhs.gov/ash/oah/oah-initiatives/paf/training/strategic-communications.html>

Five Must Dos of Communicating Effectively for Sustainability

1. Have a plan. What are you trying to accomplish?
2. Single message, all staff know it: who you are and what you are trying to do.
3. Reciprocal sharing. Communicating today is multi-directional.
4. Be present where conversations are happening. (Don't ignore social media.)
5. Engage stakeholders as messengers.

Part 2: Developing collaborations that also support sustainability



Why Collaboration Matters to Sustainability

- Builds capacity, more effective program delivery
- Pool resources
- Creates platforms for communication among groups
- Build networks/relationships
- Develop and use political clout to gain services/other benefits for the community
- To create long-term social change.
- Effective partnerships attract funding.

Continuum of Collaboration



Coordination

Cooperation

Collaboration

Partnerships

From the OAH PAF Resource and Training Center:
Collaboration Toolkit

<http://www.hhs.gov/ash/oah/resources-and-publications/learning/coll-tk/index.html#chapter-0/>

Collaboration Toolkit

[Introduction](#) | [Chapter 1](#) | [Chapter 2](#) | [Chapter 3](#) | [Conclusion & Sources](#)



Chapter 1: Building Strategic Partnerships

[Summary](#)

[Defining Strategic Partnerships](#)

[Building and Implementing Partnerships](#)

[Resources](#)

[Case Study](#)

Worksheets

- [Organizational Readiness Assessment](#)
- [Barriers and Challenges to Partnerships](#)
- [Evaluating Potential Partners Worksheet](#)
- [Collaborative Practices Inventory](#)
- [Developing a Partnership Agreement – The Partnership Agreement Development Tool](#)

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What is a Strategic Partner?

A partnership is a group of organizations with a common interest who agree to work together toward a common goal.

A partnership is strategic when it provides your organization with the means and methods for advancing your mission.



Benefits of Strategic Partnerships

- Expand your reach;
- Increased awareness of the services offered by your organization;
- Expanded access to a wider range of resources for adolescents and their families; and
- Enhanced support for vulnerable adolescents.



Poll on Partnerships

How many of us have developed partnerships to support sustainability?

5 Must Dos for Building Collaborations

1. Identify a goal that you think a collaboration could help you reach.
2. Assess your organizational strengths and identify strategic partnerships.
3. Establish personal relationships and build trust.
4. Develop a partnership agreement for more intensive partnerships.
5. Assess partnership.

<http://www.hhs.gov/ash/oah/resources-and-publications/learning/coll-tk/index.html#chapter-1/section-1-0/>

Resources on collaboration as a strategy for sustainability

- OAH Collaboration Toolkit
<http://www.hhs.gov/ash/oah/resources-and-publications/learning/coll-tk/index.html>
- OPA Collaboration and Sustainability E-Learning
http://www.hhs.gov/opa/familylife/tech_assistance/etraining/collaboration_sustainability/index.html
- OAH webinars
 - August 23, 2012: Built to Last: A Webinar of Programmatic Sustainability
 - April 26, 2012: Building and Sustaining Stakeholder Support
<http://www.hhs.gov/ash/oah/oah-initiatives/for-grantees/programmatic-ta/general.html>
- Grant Space
<http://grantspace.org/Tools/Knowledge-Base/Nonprofit-Management/Sustainability/Collaboration>

Part 3: Grantee sharing on their sustainability efforts



SOUTH CAROLINA
CAMPAIGN *to*
**PREVENT
TEEN
PREGNANCY**



Grantee Sharing on Collaboration

- SC Campaign to Prevent Teen Pregnancy
- *Keep It Real among Middle School Youth* project
- Replicate *It's Your Game, Keep it Real! (IYG)* in 24 middle schools across SC
- ETR outside evaluators
- AIM 1) Implement IYG with fidelity
- AIM 2) Sustain the IYG curriculum in partnering schools after the grant funding ends (2015)

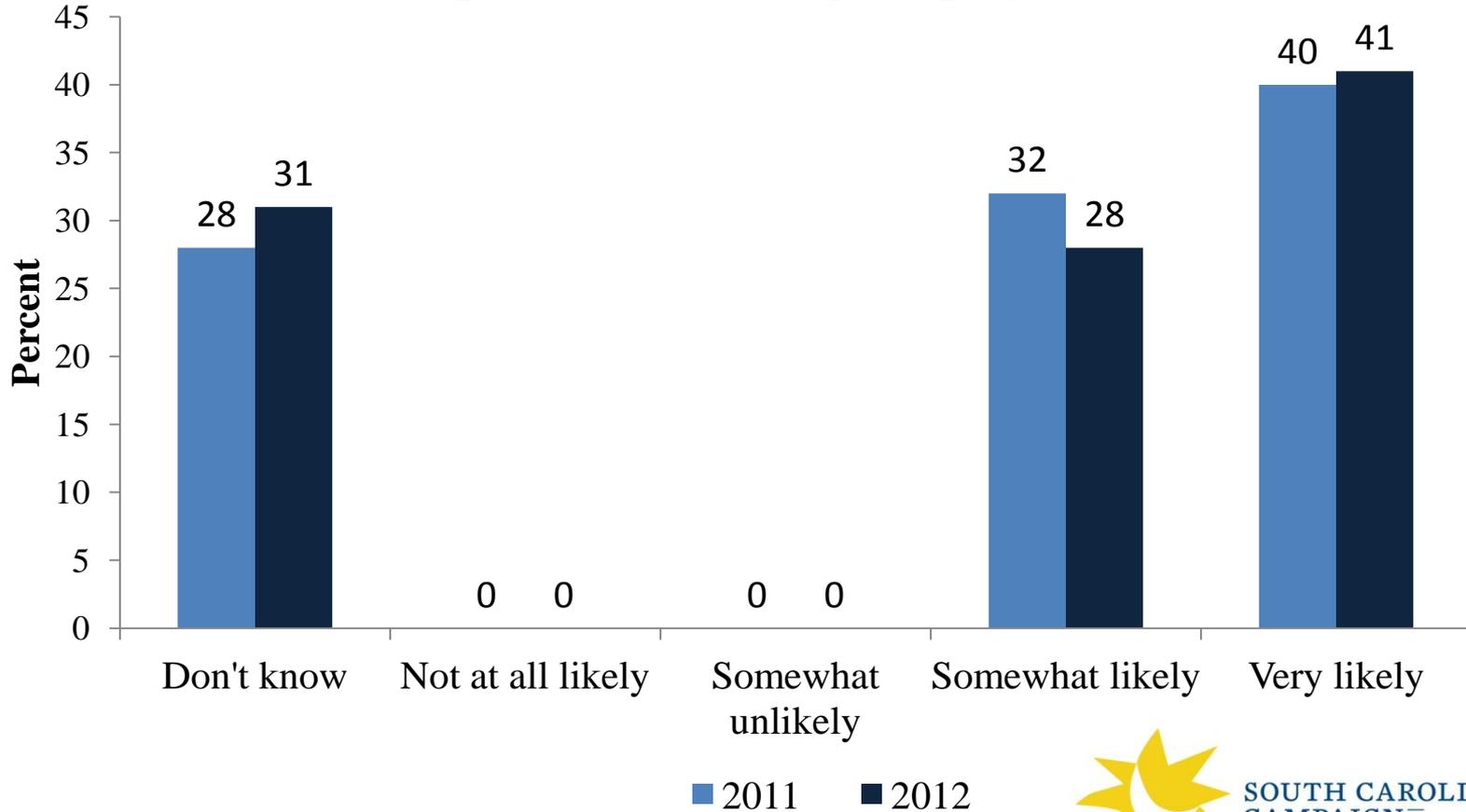


IYG tools used to identify factors related to sustainability

- Fidelity tracking / implementation logs
- Classroom observation
- IYG Teacher survey
- Student satisfaction survey
- Technical Assistance (TA) notes
- Principal interviews
- IYG teacher and Site Coordinator surveys
- Focus groups with parents

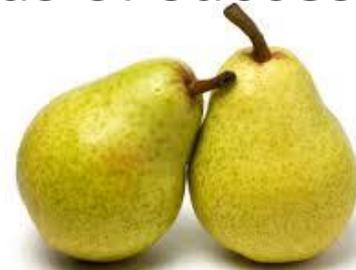
Implementation Survey

How likely is your school to continue implementing It's Your Game, Keep It Real! after the grant project has ended?



A Perfect Pair: Fidelity and Sustainability

- Monitoring the degree to which fidelity is maintained in a program is important when assessing whether a program will be sustained
 - Ideally, fidelity is monitored in “real time”
 - Allows for issues to be addressed immediately that may impact continuation of the project (lack of resources, lack of time, etc.)
 - Allows for TA and training efforts to target specific areas of weakness and highlight areas of success



The FIT Model:

Fidelity through Informed Technical Assistance

Teacher observations

Teacher completed fidelity logs

Weekly review of data and identification of implementation issues

Notification of TA Request

TA Methods

CQI meetings

Webinars

Planning meetings

Multi-site trainings

Tips & Tricks emails

Materials provided

Check-in calls

Online learning modules

On-site trainings

Email

TA time and strategies tracked in FileMaker Pro

Increase fidelity of implementation



TA & SUSTAINABILITY

3/6/2013

[RETURN TO TA & SUSTAINABILITY TRACKING](#)

School District	Site Name	Method of Contact / TA	TOTAL TA Time
			mins
	ANDERSON 5 SCHOOL DISTRICT		4,410 mins
	BARNWELL 29 WILLISTON SCHOOL DISTRICT		720 mins
	BEAUFORT COUNTY SCHOOL DISTRICT		9,375 mins
	CALHOUN COUNTY SCHOOL DISTRICT		1,595 mins
	CHESTERFIELD COUNTY SCHOOL DISTRICT		2,965 mins
	COLLETON COUNTY SCHOOL DISTRICT		240 mins
	FAIRFIELD COUNTY SCHOOL DISTRICT		2,460 mins
	FAIRFIELD SCHOOL DISTRICT		60 mins
	HAMPTON 2 SCHOOL DISTRICT		1,470 mins
	MARION 1 SCHOOL DISTRICT		7,745 mins
	ORANGEBURG CONSOLIDATED SCHOOL DISTRICT 4		3,020 mins
			Total TA
		Total TA Time Across All	568 hours

Emails & Fact Sheets

December 6, 2012



It's Your Game: Tips and Tricks

Only 14 more days till holiday break... but who's counting?! As the semester comes to a close, we wanted to share some of the great tips from teachers implementing IYG:

- Teachers often struggle with finishing the "wrap-up" discussions at the end of computer lessons because of time constraints. Remember to use the "parking lot" or "question box" for questions/comments that you can't discuss during the lesson. You can then go back and cover these questions/comments during the next lesson.
- If you are having issues with the IYG computer activities during a lesson, use the website to access the IYG lessons in "teacher mode" to go directly to each activity in a lesson without having to start over, <http://bit.ly/iyg-rr>
- Assign responsibilities to the active students in the class to keep them engaged, such as passing out handouts or helping to "direct" the IYG skits.

Please let us know about any helpful tips that you have for the IYG lessons by including them in your logs or telling your TA Specialist. We want to make sure that your helpful hints are shared with others! As always, thank you for your continued support of the IYG project!



SUPPORTING TEEN PREGNANCY PROGRAMS TO IMPLEMENT WITH FIDELITY

The SC Campaign to Prevent Teen Pregnancy (SC Campaign) has 17 years of experience supporting teen pregnancy prevention programs to implement programs with fidelity. This document describes what fidelity is, why it is important and how to maintain it.

What is fidelity?

Fidelity: faithfully implementing an evidence-based program without compromising its core content, pedagogical, and implementation components which are essential for the program's effectiveness.

Why is fidelity important?

Teen pregnancy prevention programs are developed to have an impact on specific behavioral outcomes. Programs that are grounded in scientific research are more likely to be successful than programs that are not. Consider the curriculum the "recipe" for your program; if you do not follow the recipe as outlined then you will likely produce significantly different results than what was intended. Similarly, when teen pregnancy prevention programs are implemented, it is important that the programs be delivered to youth in the same way the developers intended. Leaving out important

the program as well as those overseeing or evaluating the program. Some of the more common ways to track fidelity include: observations, interviews, surveys, existing scales/instruments, facilitator logs, and administrative records. Some tools may be completed by trained evaluators, but other record-keeping may be completed by the program facilitator.

The SC Campaign encourages teen pregnancy prevention program facilitators to complete facilitator logs after each session (please contact the SC Campaign for examples of these forms). These forms are specific to the program being implemented and allow the facilitators to keep track of the number of participants, the amount of time spent on the session, the topics covered, and any problems or issues that arise during the session. Essentially, these forms let the program evaluators know who received the program, what information they received, and how they received it.

How is fidelity tracking information shared and used?

The SC Campaign uses fidelity tracking information to identify areas where the facilitator may need

Sustainability Plans

Creation of SC Campaign Sustainability Plan

- Added to the existing Implementation Plan
- Documents how we will support schools outside of funded project
- Monitored with existing workplan
- Includes standard “menu of services”

School-Specific Sustainability Plans

- Tailored to Address the individual needs of schools
 - Address self-identified barriers to sustainability
 - Address their needs moving forward



Interested in learning more??

OAH Grantee Conference May 20

“Taming the Monster: Developing Tangible Sustainability Plans” (Lesley Craft and Mary Prince)

“Using Process Data to Improve Program Delivery” panel presentation

- Using Process Evaluation Data to Promote Program Improvement and Sustainability (Lesley Craft and Mary Prince)
- In the Know: Providing Informed Technical Assistance to Increase Fidelity (Sarah Kershner and Chris Rollison)



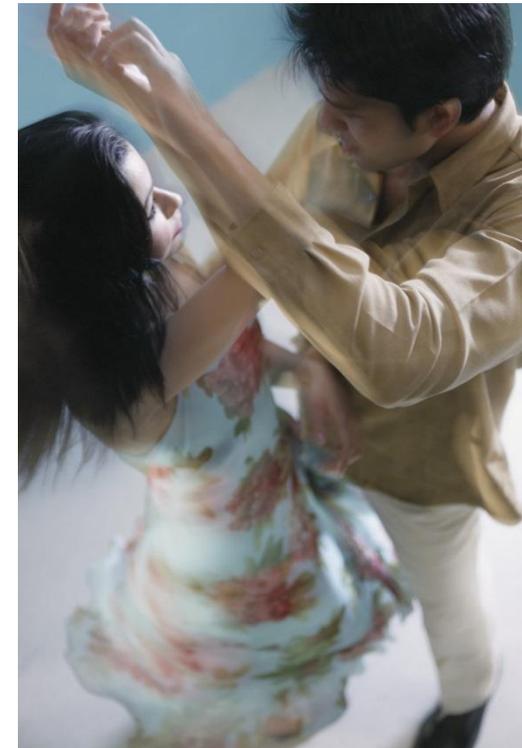
Part 4: Cultivating Funder Relationships



The Funding Dance

- **Finding the right partner:** Everyone is looking for the next dance partner AKA revenue source.
- **Changing Tunes?** Funders are often reassessing their funding priorities
- **Keeping in step:** Making sure you're in sync with the funder.
- **Fill your dance card.** Diversify your funding partners
- **Find new partner when the time is right.**

Communication and Collaboration are activities that can help you do the Funding Dance beautifully.



Tips for Cultivating Funders: Getting to Know All About You (and Them)

- **Stay abreast of funder priorities.** Unique approaches to grant making; circles of trusted contacts. Act on what you learn.
- **Form a personal relationship.** Connect. Share information, ask for feedback, invite.
- **Form an organizational relationship.** Connect via social media platforms, retweet their messages!
- **Ask.** Seek support to advance common goals.



Tips for Cultivating Funder Support (Cont)



- **Look beyond “the grant.”** As funding partnership come to a close, ask for introductions to other funders.
- **Leverage your collaborating partners.** Show funders the results of high impact collaborations, work together to seek funding for collaboration.
- **Talk it up.** Never stop communicating your successes, your value add.

Top 5 ways to build a relationship with a funder

1. Know their funding priorities (don't waste their time).
2. Invite to events, activities. Let them see what you do.
3. Share your successes with them regularly (quick emails, phone calls). Go beyond the annual report.
4. Brainstorm TOGETHER with them about new ideas, new directions.
5. Thank them, directly and indirectly through acknowledgment on reports, press releases, etc.

Learning about funders

- The Foundation Center - Foundation Finder - <http://foundationcenter.org/findfunders/foundfinder/>
- Grantmakers in Children, Youth and Families - <http://www.gcyf.org/>
- Grantmakers in Health - <http://www.gih.org/>
- Council on Foundations - <http://www.cof.org/>
- Chronicle of Philanthropy - <http://philanthropy.com/section/Home/172>
- Youth Today (see Grants Database) - <http://www.youthtoday.org>
- Corporations (Walmart/Target/Staples; Banks (PNC))
- Grants.gov

Funder Poll

What are some approaches for identifying funders that have worked for you and/or your organization?



Questions

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Register! Setting-Specific Calls



Talk with other OAH grantees about using communications and collaborations in sustainability planning at calls scheduled for:

Non-school-based TPP Discussion

- March 26 3-4 PM
- March 27 1-2 PM

School-based TPP Discussion

- March 26 1-2 PM
- March 27 3-4 PM