

# The Buck Family Fund of Marin Community Foundation Accelerating Business Capacity of Aging Service Providers

Implementation Phase | Year One Evaluation Brief, May 2018



## PURPOSE OF THE INITIATIVE

The goal of the multi-year Accelerating Business Capacity of Aging Service Providers strategic initiative is to strengthen the business capacities of key providers of home- and community-based services for older adults to enable them to establish, deepen or expand health care partnerships.

The initiative has been designed to be implemented over the course of two distinct phases: a **Planning Phase** and an **Implementation Phase**.



### Planning Phase

The primary components of the Planning Phase included grants to support the development of a capacity building plan, technical assistance to support planning activities, and convenings.

Organizations that successfully completed the Planning Phase were invited to progress to an Implementation Phase. One of the six organizations from the Planning Phase did not move on to the

Implementation Phase because the timing for the work was not a good fit for the organization.



### Implementation Phase

The primary components of the Implementation Phase include grants to support the implementation of the capacity building plan, technical assistance, and funds to support an infrastructure need such as technology upgrades or accreditation.

**Summarized below are the key findings associated with the initial year of implementation.**



### Key Culture Change

Organizational culture change is a critical factor necessary for community based organizations to be well poised for health care partnering opportunities. For enduring change to occur, leaders within an organization must see the need for it. They must share the vision for any new institutional direction and participate willingly in its implementation.

Short term changes in knowledge or skills are unlikely to take hold in an organization unless the organization's culture is well aligned with the shifts required for community based organizations to be well poised for health care partnering opportunities. This was year one of the initiative. Enabling participants to see the need for change within their organizations, allowing them to develop and embrace a new vision and encourage them to immerse, take risks and learn.

The following changes in organizational culture have been noted by grantees, MCF and the technical assistance team:

- ✓ Moved from reactive to proactive/ market-driven
- ✓ Increased focus on performance and accountability
- ✓ Shifted from viewing other grantees as competitors to better understanding of respective services and their **complementary** nature

### Grantees participating:

- Ecumenical Association for Housing (EAH)
- Jewish Family and Children's Services
- LifeLong Medical Care
- Marin Center for Independent Living
- Whistlestop



## Key Capacities Built to Date

Overall grantees reported a shift in **commitment and direction** leading to organizational changes critical for pursuing health care partnerships such as: board/ staff involvement, re-allocation of resources, greater internal integration, improvement of data collection/ use. Grantees also reported buy-in and momentum within the organization to explore/pursue a new organizational direction.

"We were able to come up with...what we need to address internally...not just at the staff and service level, [but] throughout the organization, at the board level, our marketing and messaging...how we track outcomes, [and] start to really come up with how we are going to go about building our value proposition."



## Challenges

- Shifting organizational culture to be more comfortable with taking risks
- Optimizing the use of tools provided through the initiative and utilizing technical assistance effectively to build long term organizational capacity to pursue and retain health care partnerships

"To try to create a new business line and predict...how much revenue we'll be generating... especially when it's uncertain, it causes...our board to be hesitant."



## Outcomes to Date

**91%** of organization staff surveyed reported that they were better prepared for partnerships with the health care sector

"[The grant] has been a wonderful umbrella that has given us the impetus and the credibility to move forward in many other areas."

## The top three capacities built to date include:



Stronger and more formalized relationships with health care sector



Development of programs and services that have market potential with the health care sector



Ability to articulate a value proposition

**Grantees are beginning to develop partnerships with payers and providers.**

**As of Year 1:**

**New contracts for service signed: 2**

**Partnership for pilot project formalized: 1**

**Partnership for pilot project expected to be signed shortly: 1**

**Potential contracts in pipeline: 2**

**For more information,** visit [www.marincf.org](http://www.marincf.org) or contact Shirin Vakharia, Program Director, at [svakharia@marincf.org](mailto:svakharia@marincf.org) or 415.464.2541.

Evaluation conducted by Julie Solomon, PhD