Program Development and Sustainability

SMALL COUNTY TRAINING WORKSHOP
CIBHS, Red Bluff, CA
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Presenter:
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“Tending the Garden”
Responsibility and Community Environment

Program Structure and Content

Sustainability and Growth ("Blossoming")!

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Benefits of Shared Responsibility

- Have a greater pool of skills and assets to nurture the program.
- Staff has more time and energy to “see the big picture” (creativity and future planning).
- Builds a sense of community and inclusion.
- Helps participants develop healthy work skills to facilitate recovery (productivity and usefulness).

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Shared Responsibility (A parable)

Everybody, Somebody, Anybody, and Nobody were members of a group.

There was an important job to do and Everybody was asked to do it.

Everybody was sure that Somebody would do it.

Anybody would have done it, but Nobody did it.

Somebody got angry because it was Everybody’s job.

Everybody thought Anybody would do it, but Nobody realized that Anybody wouldn’t do it.

It ended up that Everybody, blamed Somebody, when Nobody did, what Anybody could have done.
Pitfalls of Shared Responsibility

Sometimes it seems easier to just do it yourself!

• Lack of trust in the ability of others.
• “Energy” or commitment fades.
• Might be tempted to over depend on others.
  (unintentional exploitation)
• Requires a lot of time to supervise or teach others.

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Promoting Healthy Shared Responsibilities

- Get to know the individual's skills and interests as well as their needs in relation to recovery.
- Develop clear expectations and roles (including amount of supervision needed).
- Convey behavioral consequences (loss of privileges/status).
- Set time limited tasks to be re-evaluated periodically.
- Give clear feedback that includes recognition of contributions (person is valued) as well as constructive criticism for “areas for improvement”.

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Building a Community Presence

- Be a “good neighbor” and get to know local law enforcement.
- Help “sister” organizations with fundraisers/events.
- Display booths at events.
- Create teams for community competitions.
- Acknowledge community support (private/public).
- Represent your organization on other boards.
- Develop “Community Ambassadors”.

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Becoming a “Community Ambassador”

“Community Ambassadors” could be anyone who represents your organization to the outside community. However, also consider having people designated as “ambassadors” (especially including board members and staff) and helping them prepare! All “community ambassadors” should prepare and practice relevant one minute “speeches” (see practice session # 1) and preferably carry some form of “business” card to foster future networking.

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The “One Minute Elevator” Speech  
(Practice Session 1)

The concept of a “one minute elevator speech” is to create an opportunity to network with others and foster “goodwill” in your community. The idea is to be ready to “put your best foot forward” in a very limited amount of time. It also generally assumes that at least for that short amount of time, you have a ‘captive” audience. (It doesn’t have to be an elevator! The opportunity may arise in numerous situations such as waiting in line or sitting next to someone at an event meal).

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The Physical Environment

There has been considerable research on the connection between environment and health.

Conclusion:

*The space in which we function can enhance or deter wellness and recovery.*

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Considerations for Environmental Adaptation
(Practice Session 2)

- Are there visible cultural or personal representations of the group members and opportunities to display creative expressions?
- Is the environment pleasant, organized and calming?
- Are there available tools, equipment and supplies to engage in meaningful activities?
- Is the light and heat enhancing comfort and productivity?
- Is the arrangement of the environment conducive to social interaction?
- Is the environment safe?

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Program Structure

- Who can attend the wellness center? (Drop-in, membership based, exclusions)

- Are the rules posted and/or conveyed to all participants? Are the consequences of rule breaking made clear?

- Is there a formal or informal orientation for new participants? Who is responsible for that?

- Are the hours of operation clearly posted? How often do they change?

- Are there rules regarding being on the property (outside)? Do these include behavioral expectations for when the center is closed?
Program Content

Given sufficient help, a well designed environment, and a supportive structure, the “stage is set” for providing services.

What services are currently provided?
(What does your weekly calendar look like?)

*Informal ("hanging out"; unstructured)
Individual (light case management, support)
Outings (local or with transportation)
Groups (peer, staff or volunteer operated, frequency)

* Should be a minimal amount of time in schedule

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Value Added Programming

- The concept of “value added” programming is that activities should address more than one recovery goal. In other words, how to get more “bang from your buck”. (It is both efficient and effective.)

- A single group offering may be insufficient to meet wellness goals. Consider “theming” multiple program offerings with related groups.

- Planning and documenting the full scope of program value is best done with a generally known framework such as SAMHSA’S WELLNESS INITIATIVE - Eight Dimensions of Wellness.

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## Sample of Value Added Programming

### Current Program: Lunch provided

### Value Added Program: A Gratitude Banquet

<table>
<thead>
<tr>
<th>Dimension of Wellness</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial</strong></td>
<td>Practice with budget and shopping skills; Determination of available resources.</td>
</tr>
<tr>
<td><strong>Social</strong></td>
<td>A “sit down” meal with a specific structure encourages social interaction. Locate sufficient tables and chairs for group to sit together.</td>
</tr>
<tr>
<td><strong>Spiritual</strong></td>
<td>Opening meal with varied rituals (Not necessarily of a religious nature).</td>
</tr>
<tr>
<td><strong>Occupational</strong></td>
<td>Productive (work) roles for all participants in the actual banquet and/or in the preparatory activities.</td>
</tr>
<tr>
<td><strong>Physical</strong></td>
<td>Provides nutritious meals for overall health. Movement activities can be added before or after meal.</td>
</tr>
<tr>
<td><strong>Intellectual</strong></td>
<td>Preparatory activities require planning, budgeting, and researching as well as creativity for pleasant presentation of banquet.</td>
</tr>
<tr>
<td><strong>Environmental</strong></td>
<td>A well arranged environment encourages cooperation and communication as well as a sense of comfort and belonging.</td>
</tr>
<tr>
<td><strong>Emotional</strong></td>
<td>Many people with mental illness have difficulty with social settings and need practice with coping skills in a safe nurturing environment.</td>
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Theming a Value Added Program
(Practice Session 3)

- **Financial** - Living skills, Community Group
- **Social** - Social Skills; Community Group; Communication Skills
- **Spiritual** - Rituals and Traditions; Self-affirmation/esteem group; Recovery group.
- **Occupational** - Living Skills; Job Skills; Cognitive Skills
- **Physical** - Living Skills; Cooking group (early prep of involved or time consuming items such as breads) Movement (dance, exercise) group
- **Intellectual** - Living Skills; Cognitive Skills; Arts & Crafts
- **Environmental** - Living Skills; Rituals and Traditions; Social Skills, Self Affirmation/Esteem Group; Arts & Crafts
- **Emotional** - Communication Group; Social Skills; Symptom Management

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Tips for Sustainability

**Tangible** (Protecting what you have)

- Keep up with documentation.
- Measure outcomes (with published instruments or new formats).
- Pay attention to reporting deadlines!

**Intangible** (Embracing change and variety)

- Dynamic Programming - Don’t let group offerings remain “status quo”. It inevitably leads to deterioration and boredom.
- Inclusion of new participants and volunteers – try to avoid inner “clicks” from having ownership of the program or center.
- Adapt program offerings for emerging populations. (e.g. increase in homeless, vets, parolees, foster youth, elders)
Resources for Growth

“Growth” usually implies expansion, but even if your goal is to simply sustain the current program, change and growth need to happen. This includes the need for periodic infusion of new funding and supplies.

Monetary funding is crucial but also consider procuring supplies via donations from individuals in the community and local small businesses.
Locating Grant Information

www.tgci.com - The Grantsmanship Center
www.grants.gov - Multiple federal sources
www.samhsa.gov/grants - Substance Abuse & Mental Health Services Administration

Also check regional and local funding organizations (mainly non-profits). Some of these can be found on the Grantsmanship Center website.

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Managing External Funding

**BEFORE**

- Follow all instructions exactly.
- Ask for help if needed.
- Have specific questions prepared.
- Understand the “mission” of the funder.
- Look at examples of successful proposals or funded projects.
- Be realistic and practical (don’t try to oversell yourself).
- Have a template of common elements ready to go for future grants.

**AFTER**

- Announce your grant to the community.
- Keep your line item budget meticulously (save receipts) – do NOT use funds for any purpose other than outlined in the grant.
- Make sure you are doing what you said you would in the grant – keep to the objectives (tell the funder of changes).
- Don’t forget to measure outcomes and collect other examples of “successes”
- Don’t forget to write the final report!

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Funding Template: Common Elements
(Practice Session 4)

- **Title** (name of project to be funded)
- **Contact person** (add e-mail, phone, credentials and/or job title)
- **Executive Officer**
  Credentials and contact information (if other than contact person)
- **Tax ID number**
- **Abstract**
- **Mission of agency**
- **Narrative**
  Purpose, significance, statement of need, existing resources, procedures.
- **Objectives**
- **Timeline**
- **Evaluation of effectiveness**
- **Budget** (attached)
- **Letters of support**

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Closure and Future Plans

Take away points:

Is there one suggestion from this presentation that you would like to implement?

Would you like further information or training on the concepts presented?  
(Please complete the provided evaluation form)

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Thank you for your participation!

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