Strategies to Achieve Alignment, Collaboration, and Synergy Across Delivery and Financing Systems

Strengthening the Carrying Capacity of Local Health and Social Service Agencies to Absorb Increased Hospital/Clinical Referrals

Research In Progress Webinar
Wednesday, April 24, 2019
12:00-1:00 pm ET/9:00-10:00am PT

Funded by the Robert Wood Johnson Foundation
Agenda

Welcome: Anna Hoover, PhD
Co-Director, Systems for Action
Assistant Professor, Preventive Medicine and Environmental Health
College of Public Health University of Kentucky

Presenter: Danielle Varda, PhD
Executive Director/CEO, Visible Network Labs
Co-Director, Center on Network Science
Associate Professor, School of Public Affairs
University of Colorado, Denver

Commentary: Kameron Hodgens, PhD
Executive Director/CEO, The Glasser Schoenbaum Human Services Center

Q&A: Moderated by Dr. Anna Hoover
Danielle Varda, PhD
Executive Director/CEO, Visible Network Labs
Co-Director, Center on Network Science
Associate Professor, School of Public Affairs
University of Colorado, Denver
Kameron Hodgens, PhD
Executive Director/ CEO, The Glasser Schoenbaum Human Services Center
Strengthening the Carrying Capacity of Local Health and Social Service Agencies to Absorb Increased Hospital/Clinical Referrals

PROJECT DATES: NOVEMBER 2017 TO SEPTEMBER 2019
Our Team, and How We Came Together

Visible Network Labs
- Danielle Varda (and with UCD)

University of Colorado Denver
- Todd Ely
- Malinda Mochizuki

University of Kentucky
- Rachel Graham

The Nonprofit Centers Network
- Katie Edwards

Serve Denton
- Carlie Kuban
- Kinsey Adamson

The Glasser Schoenbaum Human Services Center
- Kameron Hodgens
- Charlene Altenhain

Trailhead Institute
- Sarah Lampe
The project is focused on the system alignment between the medical and public health referrals to community resources as the result of increased screening on social determinants of health.

**Goals of the project are to answer:**

1) What kinds of resources and services does the nonprofit sector provide to changing health systems?

2) What is the impact on the carrying capacity of the nonprofit sector as health systems’ dependence on the sector increases?
Aims

- Aim 1 – Define “community resources” in a SDOH screening and referral systems context.

- Aim 2 – Determine which factors make up the “system” that determines the nonprofit carrying capacity of a community.

- Aim 3 – Identify the existing and potentially innovative financing mechanisms involved in integrating the delivery of hospital/clinical and public health services in a way that is equitable for all populations.

- Aim 4 – Develop strategies to prepare and build the carrying capacity of the nonprofit sector to respond to the growing demand.
Team Roles and Responsibilities:
A Community Based Participatory Research Approach

Community Partners
- Context/Content Expertise
- Community Connections
- Info on Data Access and Availability

Research Partners
- Data Collection
- Data Analysis
- Analytic Model Development

Community/Research Partnership
- Interpretation of Findings
- Translation of Findings to Practice
- Dissemination to different audiences
THE PROBLEM WE ARE WORKING TO SOLVE
What factors are part of the “system” that determines the nonprofit carrying capacity of a community?
How are these factors impacted when a system’s SDOH screening and referral begin to increase the demand for these services in an already stressed sector?

Can This Model Inform Capacity Building:

- Hospital Community Benefit Dollars
- Local, State, Federal or Foundation Funding
- Reimbursements for Social Service Delivery
What additional complexities and factors are not as clear now, but must be considered to develop a functioning system?
Glasser Schoenbaum Human Services Center (Sarasota, FL)

Serve Denton (Denton, TX)
Methods
## Tasks and Timeline

| Tasks & Timelines | Task 1 | | Task 2 | | Task 3 | | Task 4 | | Task 5 |
|-------------------|--------|---|--------|---|--------|---|--------|---|
| **Fall 2017**     |        |  | Secondary Data Analysis | |        |  |        | |
| **Spring 2018**   |        |  | Conceptual Model for Measuring Caring Capacity | |        |  |        | |
| **Summer 2018**   |        |  | Key informant interviews - Denton, TX and Sarasota, FL | |        |  |        | |
| **Summer 2018**   |        |  | Interview analysis | Finalizing framework based on interviews | |        |  |        | |
| **Fall 2018**     |        |  | Data Collection/Gathering: Finance data, organizational data, PARTNER survey | |        |  |        | |
| **Spring 2019**   |        |  | Network Analysis | Capacity Model Development | |        |  |        | |
| **Summer - Fall 2019** |        |  | Pilot Testing of Model | Dissemination | |        |  |        | |
Study Design

- Mixed Methods Study
  - Secondary Data Analysis
  - Key-Informant Interviews
  - Social Network Analysis
PARTNER Social Network Analysis Survey
Social Network Analysis

- Collects data on who is connected to whom
- How those connections vary and change
- Focus on patterns of relations

- Nodes (People, Orgs, Etc)
- Lines (Relationships)
What Are Network (System) Outcomes?

Network (Systems) outcomes are different from population or client outcomes; Rather, intermediary outcomes that reflect the way that organizations interact, share resources, and implement work (Process Outcomes)

Partnerships for Systems Building
- Convening Stakeholders
- Needs Assessments
- Leveraging Resources

Systems Outcomes
Perceptions of:
- Value, Trust, Authenticity
- Goals, Outcomes, Process
Measures of:
- Coordination, Efficiency, Redundancy

[Among Organizations]
[Set in Community Context]

Children & Family Outcomes

How can I use this information to manage this system?
PARTNER
Program to Analyze, Record, and Track Networks to Enhance Relationships
www.partnertool.net
What Does PARTNER Do?

Maps connections among partners using Social Network Analysis.
- Collects data on who is connected to whom and how those connections vary and change.
- To:
  - Visualize Partnerships
  - Track how and why partners are engaging
  - Measure perceptions of value and trust among partners
  - Identify resources leveraged among partners
  - Identify gaps and opportunities
## Network Scores

**Density:** 52.36%
**Degree Centralization:** 47.50%
**Trust:** 75.80%

### Individual Scores

<table>
<thead>
<tr>
<th>CENTRALITY/CONNECTIVITY/REdundancy</th>
<th>Value (1-4)</th>
<th>TRUST (1-4)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Degree Centrality (max 40)</strong></td>
<td>Overall Value</td>
<td>Power/Influence Level of Involvement Resource Contribution</td>
</tr>
<tr>
<td>Non-Redundant</td>
<td>3.6</td>
<td>3.63</td>
</tr>
<tr>
<td>Redundant</td>
<td>3.54</td>
<td>3.33</td>
</tr>
<tr>
<td>Clasness Centrality</td>
<td>3.46</td>
<td>3.62</td>
</tr>
<tr>
<td>Relative Connectivity</td>
<td>3.43</td>
<td>3.56</td>
</tr>
<tr>
<td></td>
<td>3.36</td>
<td>3.29</td>
</tr>
</tbody>
</table>

**Note:** The highlighted cells indicate critical values or areas of interest for further analysis.
How successful do you think efforts to address unmet social needs through referrals from hospitals/health systems to community organizations have been in this community?
What aspects of the referral process are working well in your community? (select all that apply)
To what degree is your organization able to quickly expand services, given your current circumstances?

**DENTON**

- A great deal: 4
- A fair amount: 10
- A small amount: 7
- Not at all: 0

**SARASOTA**

- A great deal: 8
- A fair amount: 15
- A small amount: 3
- Not at all: 0
Which factors have the greatest impact on your ability to continue to provide and sustain services for your clients? (please select up to 5)
What kinds of funding model/source(s) do you use to sustain your organization? (select all that apply)
How financially stable do you think your organization has been during 2018? (By stable, we mean that you feel confident that your organization can provide all the services you plan to for the year, and you are confident that you will have funding for 2019 and beyond).
Mission Statement: To be the leader in providing a collaborative community of high quality, accessible facilities for the local human services nonprofit sector.

Current Tenant Partner Agencies:
- AARP Foundation WorkSearch
- Bay Area Youth Services, Inc. (BAYS)
- Children’s Guardian Fund
- CenterPlace Health (FQHC)
- Coastal Behavioral Healthcare
- Early Learning Coalition of Sarasota County
- Epilepsy Services of Southwest Florida
- Family Network on Disabilities Manasota
- First Step of Sarasota
- Glasser/Schoenbaum HSC Administration
- Healthy Start Coalition of Sarasota County
- Insight Counseling Services
- Jewish Family and Children’s Services
- Literacy Council of Sarasota, Inc.
- More Too Life
- Parenting Matters
- St. Vincent DePaul Society CARES
- Suncoast Partnership to End Homelessness
- The Salvation Army
- UnidosNow
20 Agencies - 14 buildings - 5 acres - 1 campus

Tri-county reach: Sarasota, Manatee, & DeSoto Counties

Home to 58 agencies during our 30 year existence

48,900 square feet of office space

$8.50/square foot/year

All overhead & maintenance expenses included (except phone & Internet)

$17.4 million dollars in 118 programs

Serve over 26,000 individuals

161 full time staff, 23 part time

1,000+ volunteers

Approximately $630,000 saved annually ($16 million saved since 1990)
Current Uses:

- Brief Background - Sarasota: The Tale of Two Cities

- Funders
  - Strength & relationships of nonprofit community
  - First 1,000 Days project (Charles & Margery Barancik Foundation)
  - Opportunity for education & targeted awareness campaigns

- Communication with partners agencies & health care system

- Future uses - longitudinal change for subsets of interested/invested participants
Questions/Comments
Upcoming Webinars

• June 12, 2019, 12 p.m., ET
  *Systems for Action Individual Research Project*
  *Testing a Shared Decision-Making Model for Health and Social Service Delivery in East Harlem*
  Carl Letamendi, PhD, MBA, and Rachel Dannefer, MPH, MIA, New York City Department of Health and Mental Hygiene

• May 22, 2019, 12 p.m., ET
  *Systems for Action Collaborating Research Center*
  *The Comprehensive Care, Community, and Culture Program*
  David Meltzer, MD, PhD, Center for Health and the Social Science, and Harold Pollack, PhD, School of Social Service Administration, The University of Chicago

• May 8, 2019, 12 p.m., ET
  *Systems for Action Individual Research Project*
  *Linking Medical Homes to Social Service Systems for Medicaid Populations*
  Sarah Hudson Scholle, DrPH, MPH, and Keri Christensen, MS, National Committee on Quality Assurance
Acknowledgements

Systems for Action is a National Program Office of the Robert Wood Johnson Foundation and a collaborative effort of the Center for Public Health Systems and Services Research in the College of Public Health, and the Center for Poverty Research in the Gatton College of Business and Economics, administered by the University of Kentucky, Lexington, Ky.