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, February 7, 2018
12:00-1:00 pm ET/ 9:00 am-10:00 am PT

Funded by the Robert Wood Johnson Foundation
Welcome: Anna G. Hoover, PhD  
*Co-Director, RWJF Systems for Action* National Coordinating Center  
University of Kentucky College of Public Health

Presenters: Danielle Varda, PhD  
*Associate Professor, School of Public Affairs*  
*Director, Center on Network Science*  
University of Colorado Denver  
[Danielle.Varda@ucdenver.edu](mailto:Danielle.Varda@ucdenver.edu)

Katie Edwards, MPA  
*Executive Director*  
The Nonprofit Centers Network

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

Kinsey Adamson  
*Operations Assistant*  
Serve Denton

Questions and Discussion: Moderated by Dr. Hoover.
Dr. Danielle Varda is Director of the Center on Network Science and an Associate Professor in the School of Public Affairs. She was previously at the RAND Corporation, where she worked as an Associate Policy Scientist from 2005-2008. She specializes in collaborative governance and network leadership, focusing specifically in Public Health Systems and Services Research. Her research focus is on evaluating the network structure of interorganizational collaborations between the public, private, and nonprofit sectors and the subsequent network effects of these recorded interactions. She is the author of the PARTNER Tool and the Person-Centered Network App. She has been PI on over 25 projects, with funding ranging from foundation to federal to local initiatives. Dr. Varda will be responsible for leading the work, managing the team, data collection, analysis, and dissemination.
Ms. Katie Edwards is the Executive Director of The Nonprofit Centers Network, a national network of 170 nonprofit shared space centers that encompass over 3,300 nonprofits who locate together for improved impact and greater collaboration and reduced operating costs. Prior to joining NCN, she received her Masters of Public Administration with an emphasis in Nonprofit Management from Indiana University. She has researched and participated in the shared space sector for seven years, authoring several practitioner-focused publications. Edwards will be responsible for managing community relationships and configuring products that will focus on translating the research for use by the shared space nonprofit community.
Dr. **Kameron Partridge Hodgens**, a Sarasota native, graduated from Florida State University with a B.S. in Psychology and in Special Education and received both her M.A. and her Ph.D. in Lifespan Developmental Psychology from the University of Alabama at Birmingham. She completed her psychology training at the Civitan-Sparks Clinics in Birmingham, specializing in developmental disabilities and sibling relationships.

Upon moving back to Sarasota in 2007, Dr. Hodgens became the Vice President of Programs and Services at Easter Seals Southwest Florida. In October of 2014, she joined the Glasser Schoenbaum Human Services Center as the CEO, a position that she is honored to have, given the tremendous impact of the center and the esteemed legacy of founder Dr. Kay Glasser.

Dr. Hodgens is a graduate of the Leadership Sarasota 2010-2011 class, serves as the Vice Chair of the Leadership Council for the Greater Sarasota Chamber of Commerce, is a member of Designing Daughters and of Sarasota County’s Community Alliance, served on the Manatee County Children’s Services Advisory Board for 5 years, was recognized as the Public Citizen of the Year in 2014 by the National Association of Social Workers - Sarasota/Manatee Unit, and is a 2015 winner of SRQ Magazine’s Women in Business Award. She is also a member of Women United, an action-oriented and philanthropic program of United Way Suncoast.

Kameron lives in Sarasota with her husband Bart, her 2-year old daughter Evelyn (“Evy”), and a sassy 17-year old black cat named Minuit (“Min-wee”).
Ms. Adamson works as the Operations Assistant for Serve Denton. She provides overall administrative support for the organization, acts as the staff liaison for each nonprofit agency partnering with Serve Denton, and contributes to the general development of major donors. Kinsey grew up in Denton, Texas. After graduating with a degree in Recreation, Park and Tourism Sciences from Texas A&M University, she spent two years working as the Conference and Events Intern for Cru. Kinsey is happy to be back in her hometown and is excited about working to further support and enrich the Denton community.
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

**University of Colorado Denver**
- Danielle Varda
- Todd Ely
- Becky Hofkes
- Malinda Mochizuki

**University of Kentucky**
- Rachel Graham

**The Nonprofit Centers Network**
- Katie Edwards

**Serve Denton**
- Pat Smith
- 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)

Community Identified Project Focus Areas:
- Opioid
- Housing
Methods
## Tasks and Timeline

<table>
<thead>
<tr>
<th></th>
<th>Task</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Fall 2017</strong></td>
<td>Task 1</td>
<td>Analysis of existing dataset – looking at the role of nonprofits in cross-sector interorganizational networks</td>
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| **Spring 2018** | Task 2 | - Literature review to identify measures of carrying capacity  
                     - Develop a preliminary/draft framework to measure carrying capacity  
                     - Interview guide for key informant interviews; Scheduling interviews |
| **Summer 2018** | Task 2 | Key informant interviews – Denton, TX and Sarasota, FL                                                                                 |
| **Summer 2018** | Task 2 | - Interview analysis  
                     - Finalizing framework based on interviews                                                                                           |
| **Fall 2018** | Task 3 | Data Collection/Gathering: Finance data, organizational data, PARTNER survey                                                              |
| **Spring 2019** | Task 3 | - Analysis of the PARTNER survey (Network capacity)  
                     - Analysis of available financial and program data (Financial capacity)  
                     - Testing of this project’s carrying capacity measures framework                                                                   |
| **Summer 2019** | Task 4 | Systems mapping – how do these measures relate to feedback loops?                                                                          |
|         | Task 5 | Dissemination (report, highlights brief, presentations)                                                                                   |
Task 1

SECONDARY DATA ANALYSIS
SYSTEMATIC LITERATURE REVIEW
Project Goals: To build an evidence-based model to understand how increased demand on the sector may impact community carrying capacity.
Description of the Data

- Secondary Data Analysis of PARTNER data
  - 2000+ Whole Networks
  - 60,000 Organizations
  - 200,000 cross sector partnerships (dyads)

- Sample: Pulled data available from existing community level networks of cross-sector, interorganizational networks from across the US
  - Health Focused Networks; Each One Includes Hospitals; Not All Involve Public Health
  - 111 Whole Networks
  - 2,980 organizations
  - 48,745 cross sector health related partnerships (dyads)
Research Question 1

• What are “community resources” in a SDOH context?
• What is the size and scope of the nonprofit organizations identified as potential resources?

# of Organizations from 10 sectors
N=2,980; NPOs = 2,618
Next Step: Breaking Out Sectors in More Detail

Organizations Coded by IRS Nonprofit Categories (501(c))
What did we learn?

- Public Health is the most connected, NPO vary by type, and health systems are less connected
- Trust and Value = higher for PH and Health than Nonprofits
What did we learn?

- Public and nonprofit agencies contribute more than private agencies.
- Orgs that contribute the most resources (public and nonprofit agencies) are not regarded as valued as private sector agencies.
- Negative relationships between # of connections and resource contribution (e.g. nonprofit contribute more but are less connected).

### Relationship Between Org Sector Type and Resource Contribution

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient</th>
<th>SE</th>
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<tbody>
<tr>
<td>Group (Nonprofits used as reference category)</td>
<td>0.152</td>
<td>0.127</td>
</tr>
<tr>
<td>Public</td>
<td>-1.047</td>
<td>0.198**</td>
</tr>
<tr>
<td>Private</td>
<td>-1.611</td>
<td>0.267**</td>
</tr>
<tr>
<td>Density</td>
<td>0.098</td>
<td>0.118</td>
</tr>
<tr>
<td>Total Trust</td>
<td>-0.379</td>
<td>0.136**</td>
</tr>
<tr>
<td>Overall Value</td>
<td></td>
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*p<0.05 **p<0.01

### Multivariate Regression Model of the Influence of Organization Group and Network Characteristics on Total Resources Contributed
Task 2

DEVELOPMENT OF CONCEPTUAL FRAMEWORK
Building the Conceptual Framework

- Review of the literature – in progress
  - Definition of ‘community’
  - Definition ‘community carrying capacity’
- Review of available outcomes, indicators, and measures of carrying capacity
  - Determine which are relevant for this project
    - Ideal vs feasible/realistic
    - Team consensus – via voting?
- Draft community carrying capacity data infrastructure
Next Steps

- Complete the Conceptual Model
  - Define Operational Measures
- Task 3: Conduct Interviews to:
  - Get Feedback
  - Validate Assumptions
  - Test Feasibility of Collecting Data
  - Finalize Model
- Task 4: Collect all the data we can to feed and test the model
- Task 5: Develop systems map and disseminate
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
- Coastal Behavioral Healthcare
- Early Learning Coalition of Sarasota County
- Epilepsy Services of Southwest Florida
- First Step of Sarasota
- Healthy Start Coalition of Sarasota County
- Insight Counseling Services
- Jewish Family and Children’s Services
- Literacy Council of Sarasota, Inc.
- More Too Life
- Babies & Children’s Medical Center, Sarasota County Health Dept.
- The Salvation Army, Quality Life Center
- Sarasota County Openly Plans for Excellence (“SCOPE” - as of 3/01/18)
- Suncoast Partnership to End Homelessness
- UnidosNow
2016 Campus Facts, Figures, & Impact

- 17 Agencies - 14 buildings - 5 acres - 1 campus
- Tri-county reach: Sarasota, Manatee, & DeSoto
- Home to 56 agencies during our 28 years
- 48,000 square feet of office space
- Served over 45,500 individuals
- $8.50/square foot/year
- All overhead & maintenance expenses included (except phone & Internet)
- $15 million in overhead saved since 1990
- $16.9 million dollars in 92 programs
- 117 full time staff, 32 part time
- 770 volunteers
- Approximately $500,000 saved annually
Who is Serve Denton?

Mission
Serve Denton is a 501(c)(3) community-based organization that supports nonprofits that open doors for people to become self-sufficient.

Locations
Serve Denton owns and operates two properties:
The Wheeler House and the Serve Denton Center.

The Wheeler House
The Wheeler House is a transitional housing facility for moms and their kids managed by Giving Hope, Inc. and an affordable health clinic managed by Health Services of North Texas. Opening July 2015, The Wheeler House has served 79 moms and their kids as well as over 1,600 patients.

Serve Denton Center
The Serve Denton Center is a 32,500 square foot building that can accommodate multiple nonprofit service providers in one convenient location for an affordable price so those in need only have to visit one location to receive help.

Vision
- Serve Denton strives to be a one-stop-shop for social services.
- Fill all 19 rungs on our Self Sufficiency Ladder by having a nonprofit address each issue.
- Improve collaboration amongst nonprofits by officing in one location.
- Create opportunities for people to become self-sufficient by providing accessible services in one location.
In Denton County
228 People
experience homelessness on any given day

Client Survey Results (341 Responses)

<table>
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<tr>
<th>Reason</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Affordable Medical Care</td>
<td>50%</td>
</tr>
<tr>
<td>Affordable Housing</td>
<td>48%</td>
</tr>
<tr>
<td>Affordable Childcare</td>
<td>36%</td>
</tr>
<tr>
<td>Emergency Financial Assistance (utilities, rent)</td>
<td>34%</td>
</tr>
<tr>
<td>Affordable Medication</td>
<td>32%</td>
</tr>
<tr>
<td>Access to affordable, nutritious food</td>
<td>29%</td>
</tr>
<tr>
<td>Support for at-risk children (school supplies, clothing, etc.)</td>
<td>27%</td>
</tr>
<tr>
<td>Living-Wage Jobs</td>
<td>24%</td>
</tr>
<tr>
<td>Wellness/Fitness Programs</td>
<td>23%</td>
</tr>
<tr>
<td>Access to youth programs</td>
<td>21%</td>
</tr>
<tr>
<td>Access to mental health services/low-cost counseling</td>
<td>20%</td>
</tr>
</tbody>
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*United Way Inc. 2017 Community Needs Assessment
Questions/Comments
Upcoming Webinars

Archives

http://systemsforaction.org/research-progress-webinars

Upcoming

Wednesday, February 21, 2018 12-1pm ET/ 9-10am PT
**LINKING MEDICAL HOMES TO SOCIAL SERVICE SYSTEMS FOR MEDICAID POPULATIONS**
National Committee for Quality Assurance
Principal Investigators: Sarah Scholle, DrPH, and Keri Christensen, MS

Wednesday, April 11, 2018 12-1pm ET/ 9-10am PT
**TESTING AN INTEGRATED DELIVERY AND FINANCING SYSTEM FOR OLDER ADULTS WITH HEALTH AND SOCIAL NEEDS**
New York Academy of Medicine, New York University
Principal Investigators: Jose Pagan, PhD, and Elisa Fisher, MPH, MSW

Wednesday, April 25, 2018 12-1pm ET/ 9-10am PT
**TESTING A SHARED DECISION-MAKING MODEL FOR HEALTH AND SOCIAL SERVICE DELIVERY IN EAST HARLEM**
New York City Department of Health and Mental Hygiene
Principal Investigators: Carl Letamendi, PhD, MBA, and Jennifer Pierre
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.
Questions?

www.systemsforaction.org
As hospitals and clinics increase screenings for social determinants of health (SDOH), referrals to agencies that provide services to address these needs also will increase. However, questions remain about the ability of nonprofits and other “community resources” to absorb these increased referrals for services.

Using secondary data analysis, a review of existing capacity assessment models, and case studies of human service centers in Florida and Texas, researchers will develop and implement an approach for assessing the capacity of community social services organizations and their partners to absorb and meet the needs of referred clients.

Findings will lead to improvements in understanding the nonprofit and public sector’s ability to respond to growing demand, ultimately contributing to the long-term goal of strengthening cross-sector partnerships and integration of services and systems to improve health outcomes.