Systems for Action
National Coordinating Center
Systems and Services Research to Build a Culture of Health

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

UK College of Public Health
Center for Public Health Systems and Services Research

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

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

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

Project Overview

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.
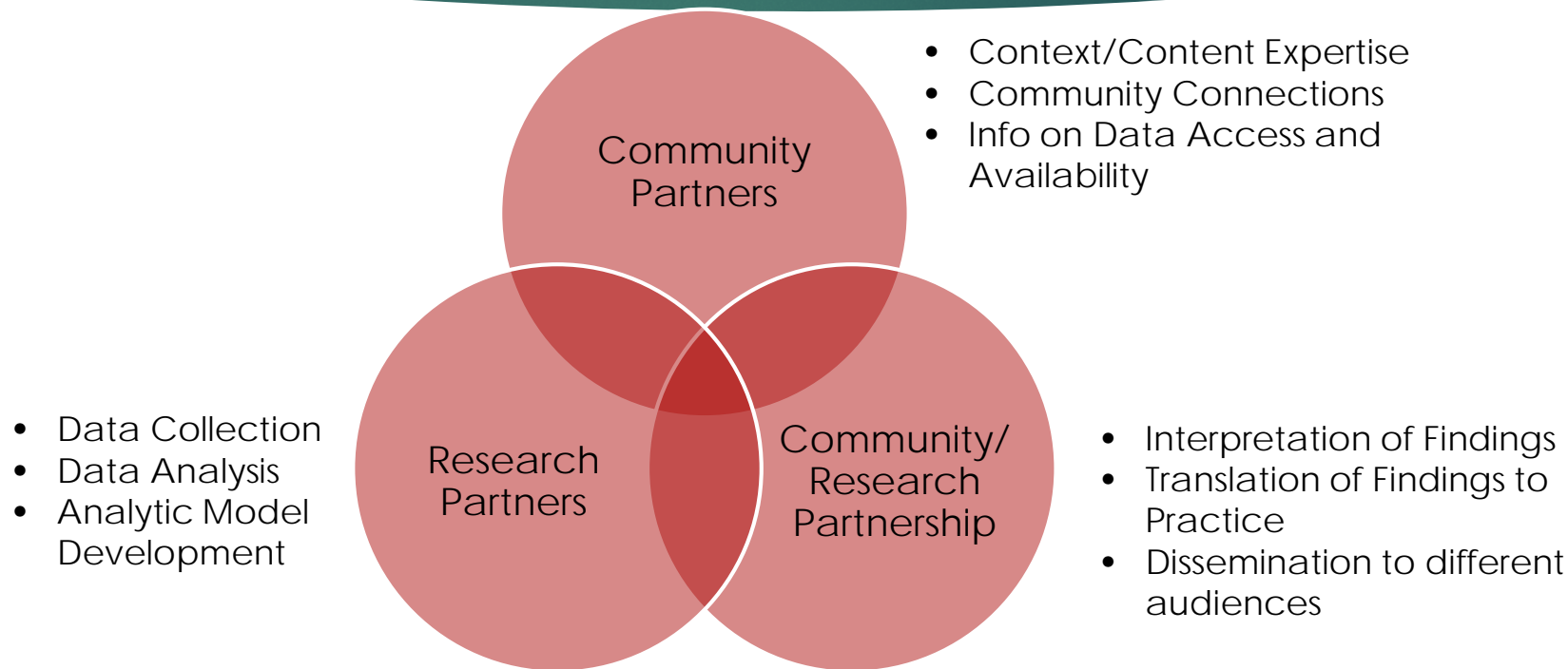
Goals of the project are to answer:

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?

Community Carrying Capacity

Current System

60%

70%

20%

90%

40%
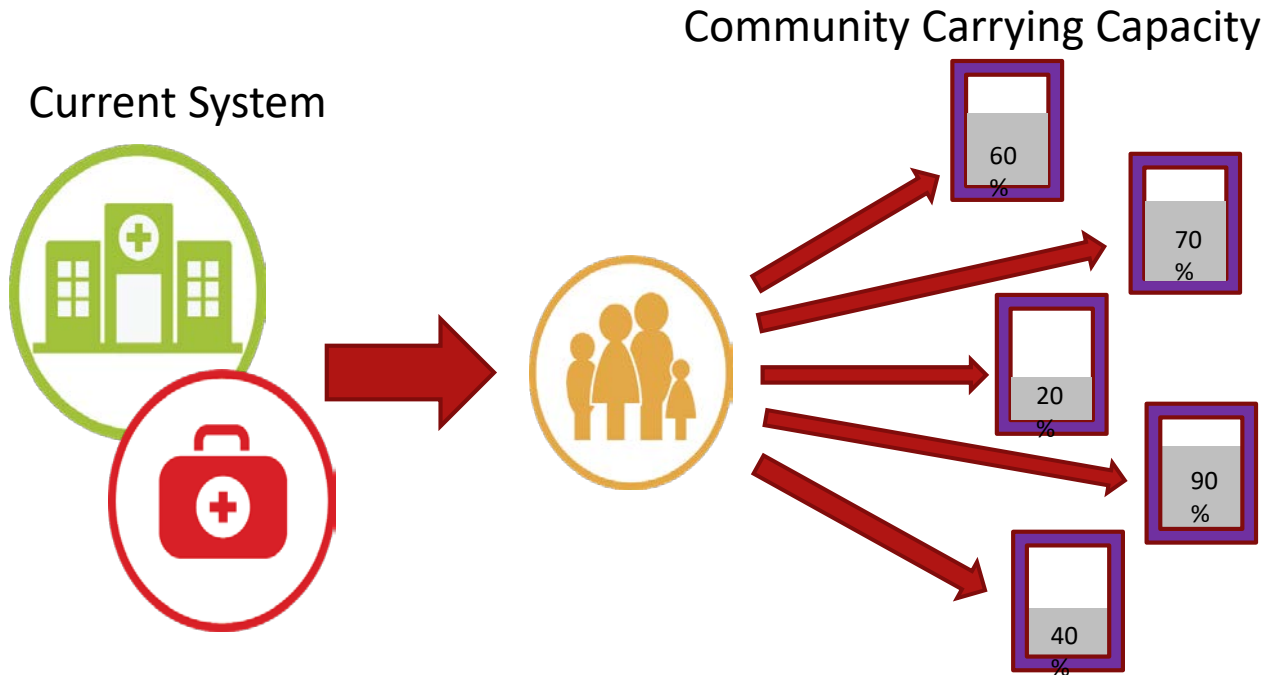
How are these factors impacted when a system's SDOH screening and referral begin to increase the demand for these services in an already stressed sector?
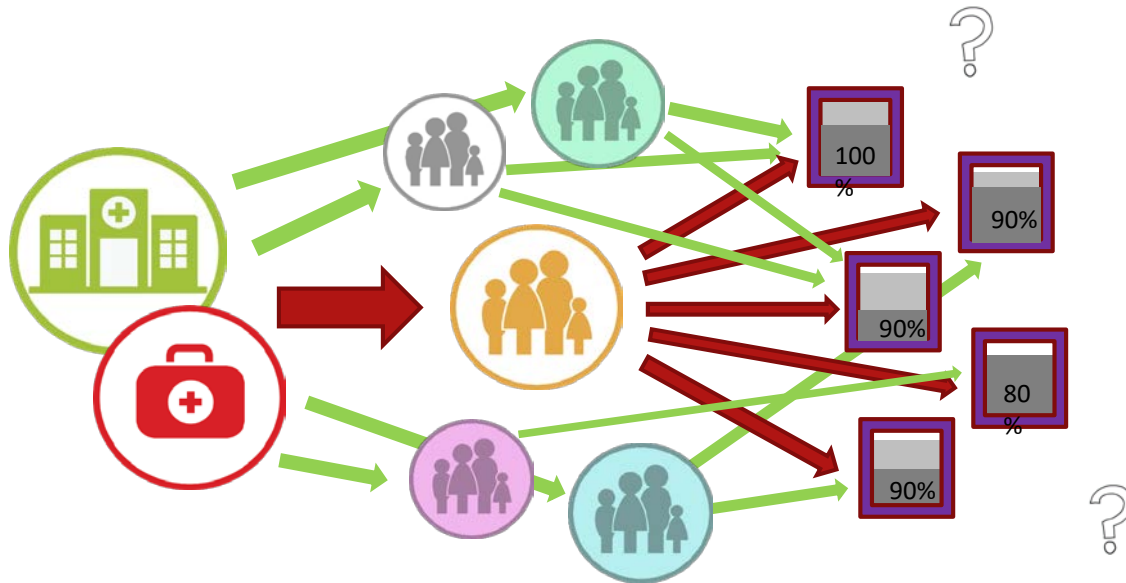
Can This Model Inform Capacity Building:

- 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?

Project Sites & Focus Areas

- ▶ **Glasser Schoenbaum Human Services Center (Sarasota, FL)**

- ▶ **Serve Denton (Denton, TX)**

Methods

Tasks and Timeline

Tasks & Timelines

Fall 2017	Task 1	▪ Secondary Data Analysis
Spring 2018	Task 2	▪ Conceptual Model for Measuring Carrying Capacity
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	▪ Network Analysis ▪ Capacity Model Development
Summer - Fall 2019	Task 4 Task 5	▪ 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)
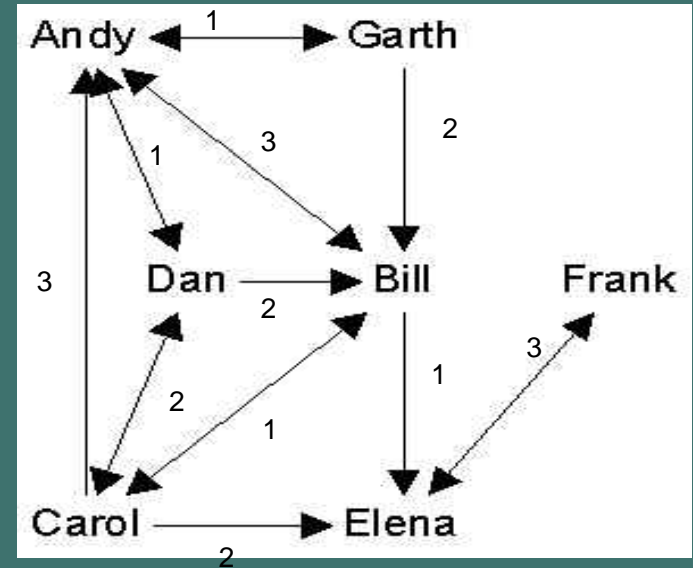
What Are Network (System) Outcomes?

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
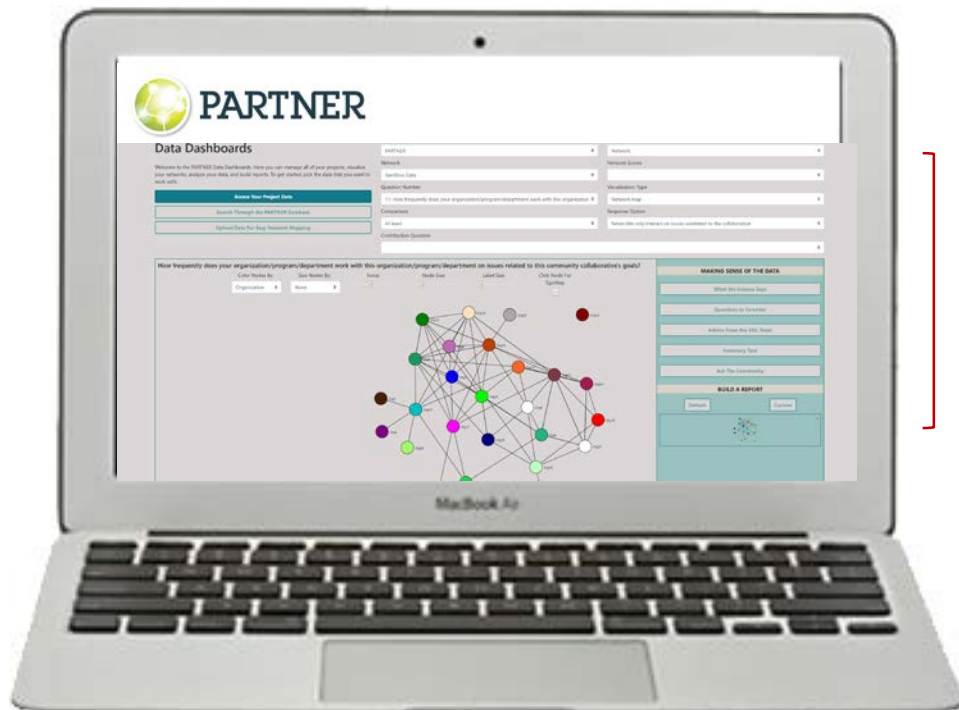
What Does PARTNER Do?
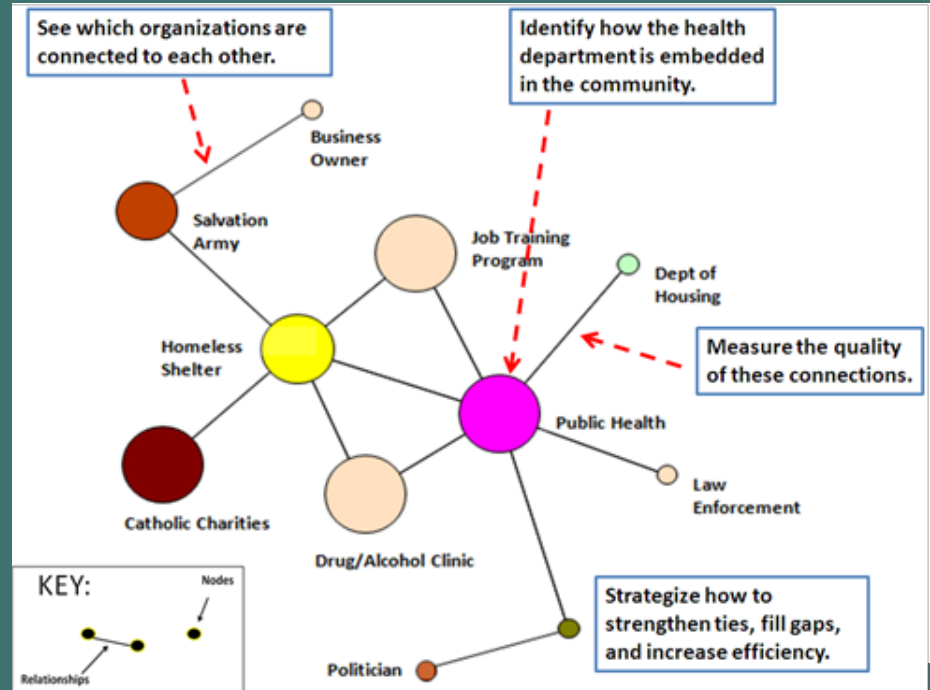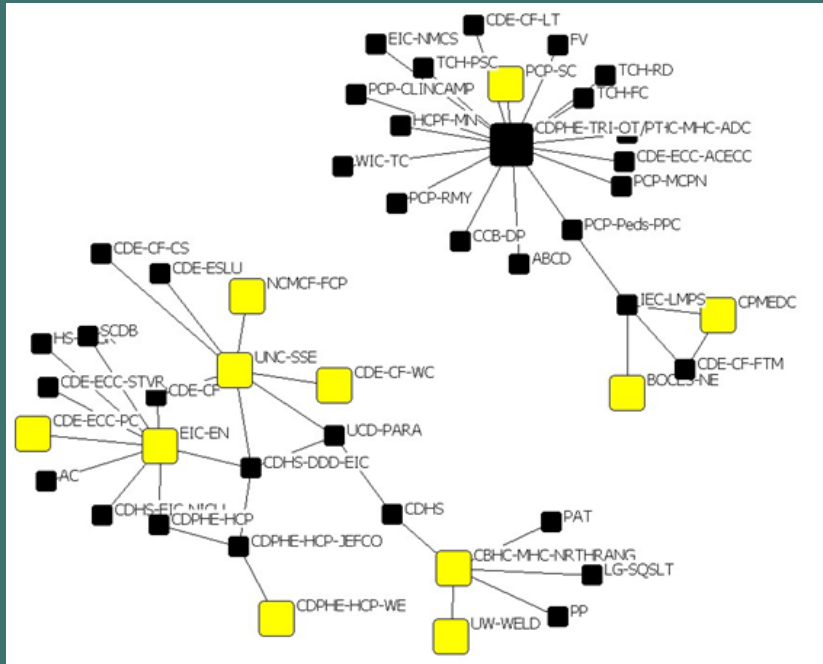
Client Assessments

Client Referrals

Group Key

- 🔵 Behavioral Health
- 🟣 Business
- 🟢 Children & Family Nonprofit
- 🟡 Community Health Center
- 🔴 Foundation
- ⚪ Government
- 🔵 Health Services Nonprofit
- 🔴 Hospital/Health System
- 🟤 Housing
- ⚪ Law Enforcement/Judiciary
- 🔵 Nonprofit Shared Space
- 🟣 Schools
- ⚪ Social Services Nonprofit
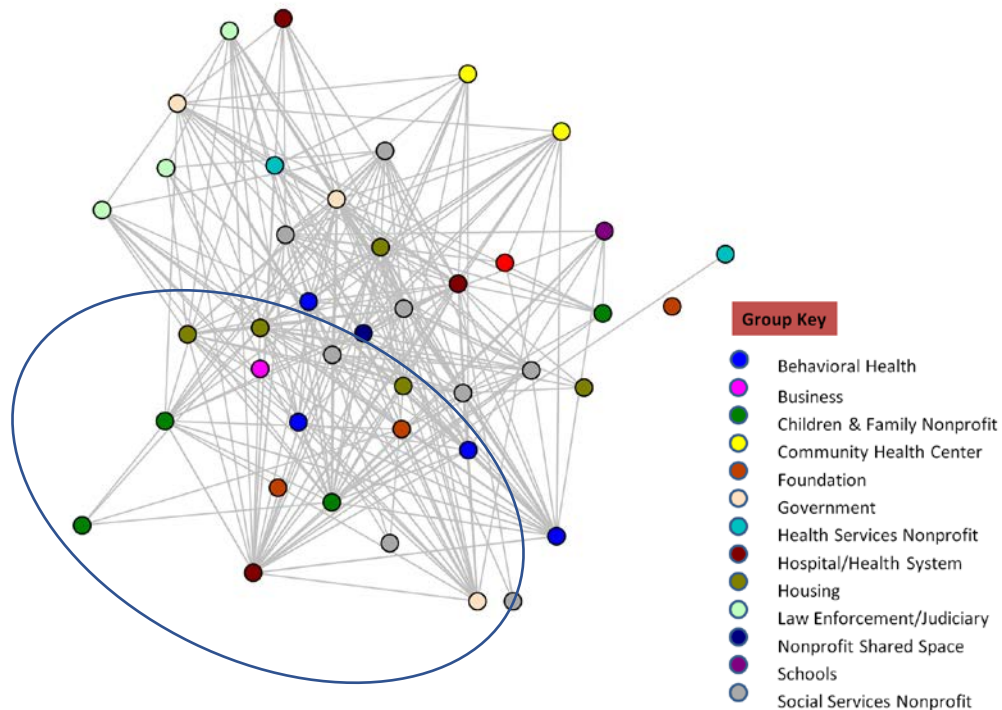
Network Scores

Density	52.30%
Degree Centralization	47.50%
Trust	75.80%

Individual Scores

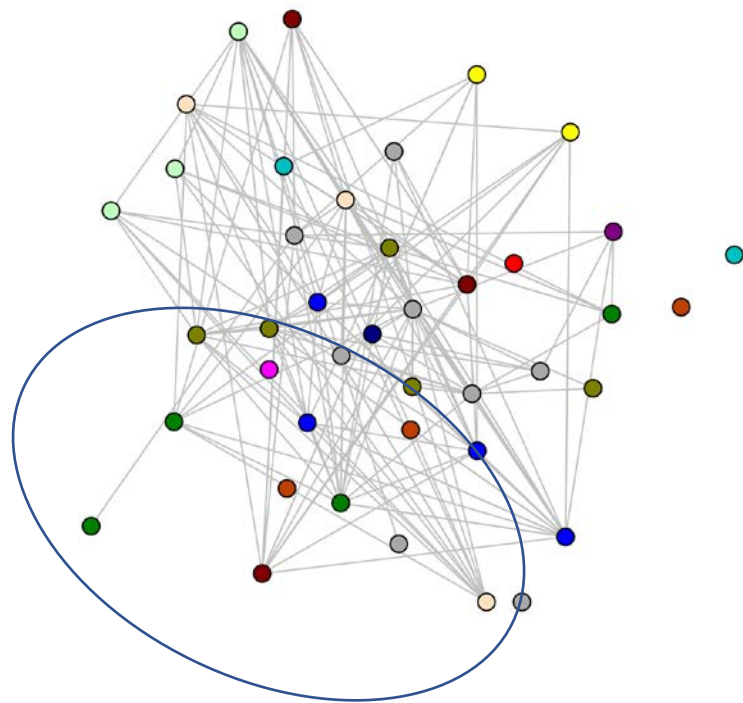|	CENTRALITY/CONNECTIVITY/REDUNDANCY				Value(1-4)				TRUST (1-4)			
	Degree Centrality (max 40)	Non-Redundant Ties	Closeness Centrality	Relative Connectivity	Overall Value (1-4)	Power/Influence (1-4)	Level of Involvement (1-4)	Resource Contribution (1-4)	Total Trust (1-4)	Reliability (1-4)	In Support of Mission (1-4)	Open to Discussion (1-4)
	36	23.52	0.91	94%	3.6	3.63	3.78	3.39	3.47	3.47	3.47	3.47
	38	25.38	0.95	89%	3.54	3.33	3.8	3.5	3.4	3.47	3.31	3.42
	36	23.42	0.91	100%	3.46	3.62	3.46	3.29	3.6	3.68	3.55	3.57
	32	19.99	0.83	91%	3.43	3.56	3	3.73	3.72	3.81	3.67	3.69
	18	9.16	0.65	47%	3.24	2.88	3.43	3.43	3.36	3.5	3.29	3.29
	20	11.27	0.67	60%	3.24	3.35	3.47	2.89	3.26	3.5	3.06	3.21
	11	6.01	0.58	32%	3.19	3.22	3.22	3.13	3.53	3.44	3.57	3.57
	16	7.03	0.63	38%	3.09	2.82	3.45	3	3.27	3.1	3.4	3.3
	23	12.53	0.7	62%	3.07	3.18	3.33	2.69	3.4	3.56	3.21	3.44
	29	17.36	0.78	87%	3.07	2.96	3.36	2.89	3.56	3.68	3.45	3.55
	34	20.67	0.87	80%	3.07	3.41	2.95	2.85	3.07	3.1	3.05	3.05
	20	10.22	0.67	56%	3.07	2.81	3.25	3.15	3.49	3.57	3.33	3.57
	29	16.85	0.78	78%	3.05	2.91	3.24	3	3.23	3.55	3	3.15
	18	9.34	0.65	56%	3.05	3	3.33	2.82	3.26	3.5	3.06	3.24
	17	9.47	0.63	43%	3.03	3.24	3.06	2.8	3.08	3.56	2.36	3.31
	23	12.74	0.7	58%	2.98	3.24	2.82	2.87	3.18	3.19	3.14	3.2
	25	14.67	0.73	85%	2.98	3	3.04	2.9	3.66	3.95	3.33	3.7
	24	13.33	0.71	70%	2.98	3.17	2.61	3.17	3.42	3.71	3	3.57
	21	11.81	0.68	58%	2.97	2.62	3.31	3	3.65	3.83	3.27	3.83
	26	14.28	0.74	68%	2.96	2.81	3.13	2.92	3.58	4	3	3.73
	23	11.59	0.7	60%	2.94	3.06	2.83	2.94	3.18	3.28	2.94	3.31
	14	5.37	0.61	38%	2.92	2.73	3.36	2.67	3.17	3.18	2.78	3.55
	25	15.61	0.73	68%	2.89	3.22	2.35	3.1	3.39	3.64	3	3.52
	39	25.21	0.98	97%	2.88	2.86	2.95	2.83	3.37	3.55	3.25	3.32
	18	8.77	0.65	46%	2.84	2.75	3.09	2.67	3.38	3.36	3.22	3.55
	16	7.55	0.63	32%	2.78	3.54	2.23	2.58	2.89	3.46	2.3	2.91
	19	10.65	0.66	45%	2.76	2.67	3	2.6	3.3	3.17	3.4	3.33
	21	10.41	0.68	43%	2.73	2.67	2.83	2.7	2.91	3	2.44	3.3
	17	7.94	0.63	45%	2.71	2.35	3.05	2.72	3.05	3.1	2.88	3.18
	16	8.96	0.63	37%	2.71	2.38	2.75	3	3.37	3.43	3.17	3.5
	19	9.18	0.66	44%	2.66	2.6	2.8	2.57	3.24	3.5	2.88	3.33
	28	16.85	0.77	67%	2.64	2.76	2.65	2.5	3.3	3.67	2.93	3.31
	10	3.83	0.57	26%	2.59	2.6	2.6	2.57	3.38	3.5	2.88	3.75
	4	1.86	0.52	9%	2.56	2.25	2.75	2.67	2.89	3	2.67	3
	13	5.71	0.6	32%	2.53	2.44	2.78	2.38	3.13	3.13	2.75	3.5
	7	3.12	0.55	12%	2.51	2.57	2.75	2.2	3.11	3.5	2.83	3
	9	4.48	0.56	22%	2.51	3	2.11	2.43	3.27	3.71	2.67	3.43
	29	18.37	0.78	65%	2.5	2.36	2.73	2.4	3.04	3.27	2.67	3.18
	15	7.73	0.62	30%	2.49	2.27	2.71	2.5	2.95	3.21	2.64	3
	11	5.64	0.58	21%	2.02	2.27	2	1.8	2.92	3	2.13	3.63
	9	4.68	0.56	20%	1.89	1.67	2	2	2.89	3	2.67	3

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?
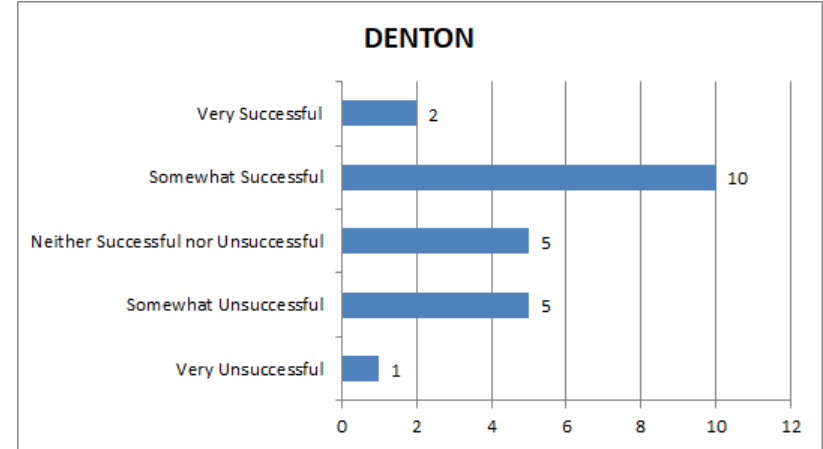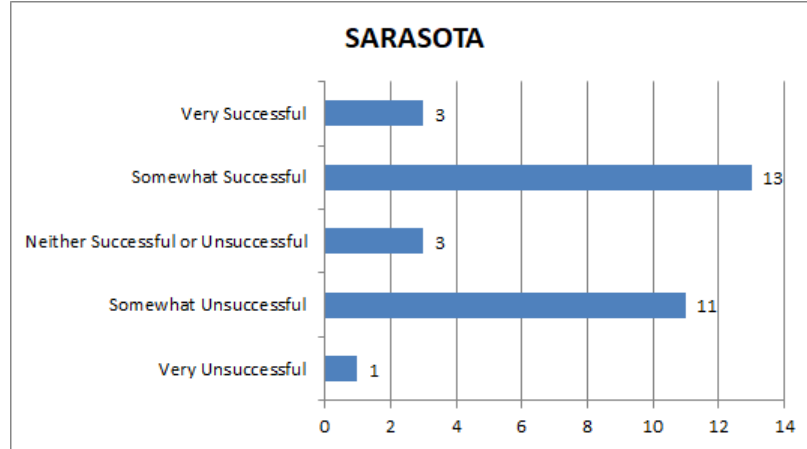
What aspects of the referral process are working well in your community? (select all that apply)

DENTON

Aspect	Count
Partnerships with community based organizations	17
Coordinated entry	8
Shared space/services hub building	7
Screening for social needs	7
Use of a case-manager	6
Partnership with hospitals	6
Meetings to discuss service delivery/referrals process	6
Data sharing	6
Wraparound support services	5
Referral follow-up	5
Use of intake specialist	4
Partnership with law enforcement	4
Centralized resources guide (i.e. 211, United Way Service Guide)	4
Shared tracking system/mechanism	3
Screening protocols/assessments	3
Discharge planning	3
Centralized referral point person	3
Universal client releases	1
Health care coordinator	1

SARASOTA

Aspect	Count
Partnerships with community based organizations	27
Partnership with law enforcement	19
Wraparound support services	14
Partnership with hospitals	14
Meetings to discuss service delivery/referrals process	14
Use of a case-manager	13
Shared space/services hub building	13
Centralized resources guide (i.e. 211, United Way Service Guide)	12
Discharge planning	10
Screening protocols/assessments	8
Screening for social needs	8
Referral follow-up	8
Data sharing	8
Coordinated entry	8
Use of intake specialist	6
Universal client releases	5
Shared tracking system/mechanism	5
Health care coordinator	4
Centralized referral point person	3

To what degree is your organization able to quickly expand services, given your current circumstances?
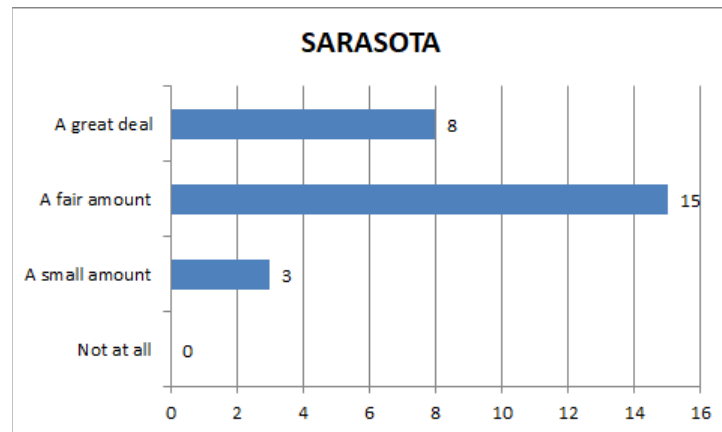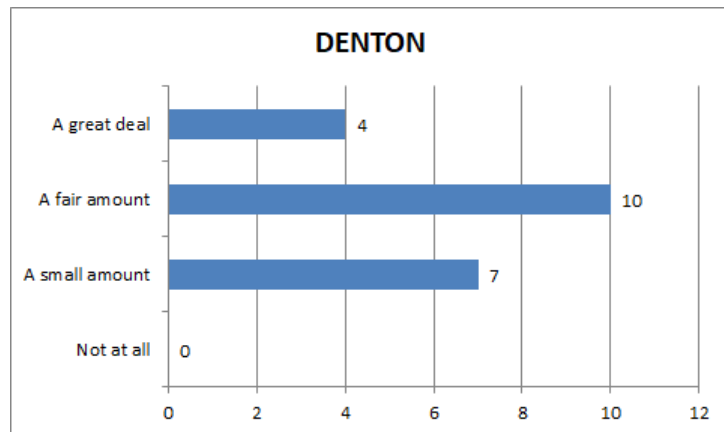
Which factors have the greatest impact on your ability to continue to provide and sustain services for your clients? (please select up to 5)

SARASOTA

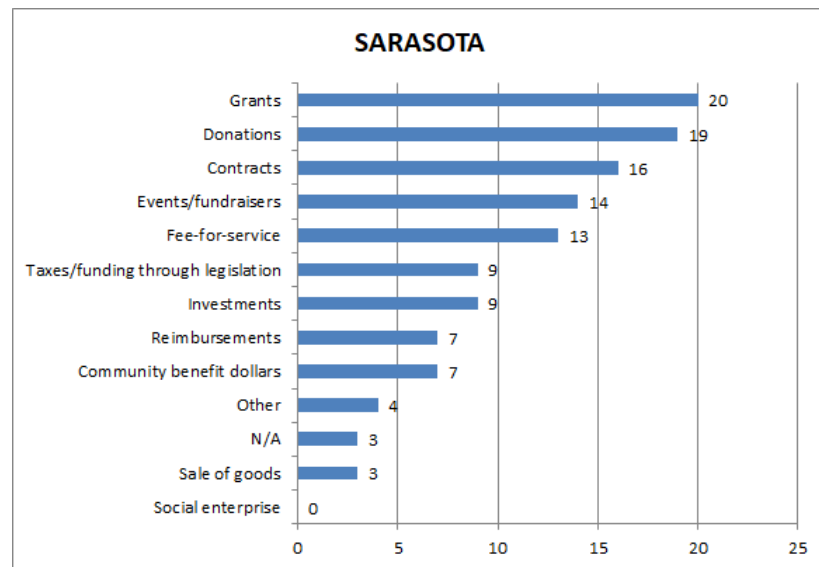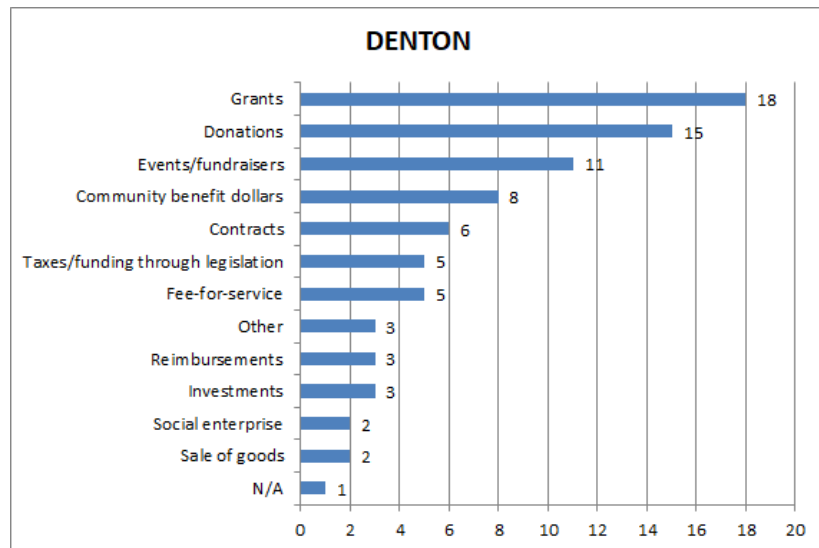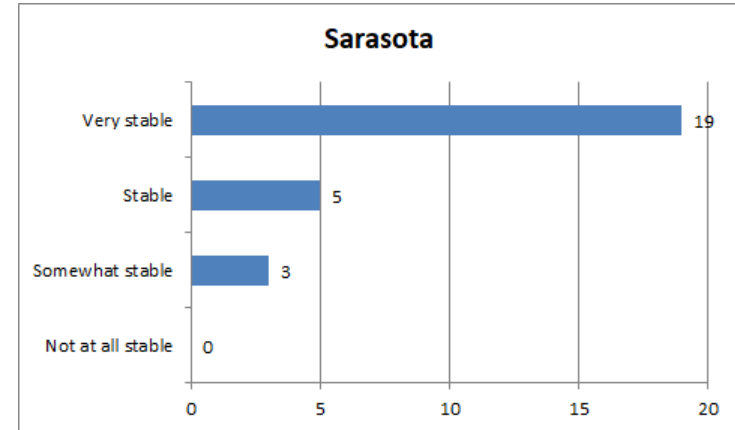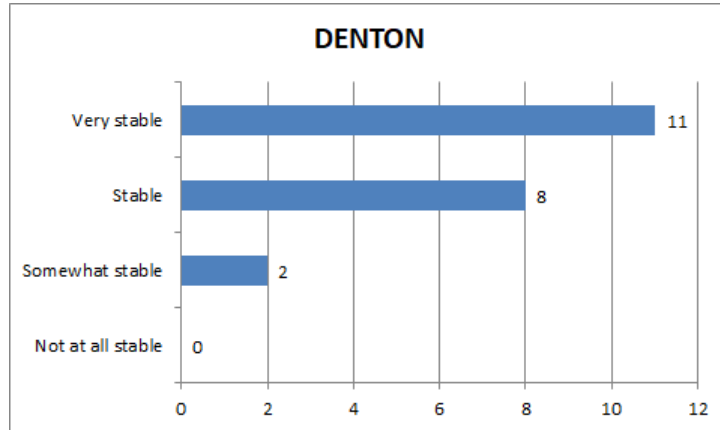| Factor	Value
Funding	22
Strong relationships with other organizations	18
Staff capacity	16
Collaborative opportunities for capacity building	16
Assessment/data on programs/outcomes	12
Consistent communication with partners	11
Board decision-making	11
Having joint services/programming with other...	10
Client needs	10
Referral Coordination	9
Political environment	7
Number of hospital/health system referrals to...	4
Cost-savings/financial efficiencies	4
Volunteer involvement	3
Location of client population	3
Sharing office space/staff/resources	2
Season/time of year	1

DENTON

Factor	Value
Funding	15
Collaborative opportunities for capacity building	12
Strong relationships with other organizations	11
Cost-savings/financial efficiencies	11
Assessment/data on programs/outcomes	11
Staff capacity	10
Client needs	10
Volunteer involvement	8
Board decision-making	8
Location of client population	7
Having joint services/programming with other...	7
Referral Coordination	6
Consistent communication with partners	6
Sharing office space/staff/resources	5
Political environment	3
Season/time of year	1
Number of hospital/health system referrals to...	1

What kinds of funding model/source(s) do you use to sustain your organization? (select all that apply)

DENTON

Source	Count
Grants	18
Donations	15
Events/fundraisers	11
Community benefit dollars	8
Contracts	6
Taxes/funding through legislation	5
Fee-for-service	5
Other	3
Reimbursements	3
Investments	3
Social enterprise	2
Sale of goods	2
N/A	1

SARASOTA

Source	Count
Grants	20
Donations	19
Contracts	16
Events/fundraisers	14
Fee-for-service	13
Taxes/funding through legislation	9
Investments	9
Reimbursements	7
Community benefit dollars	7
Other	4
N/A	3
Sale of goods	3
Social enterprise	0

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).

DENTON

Very stable	11
Stable	8
Somewhat stable	2
Not at all stable	0

Sarasota

Very stable	19
Stable	5
Somewhat stable	3
Not at all stable	0

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

Figures, Impact, & 2017 Stats

- 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)

THE GLASSER SCHOENBAUM HUMAN SERVICES CENTER

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

Questions?
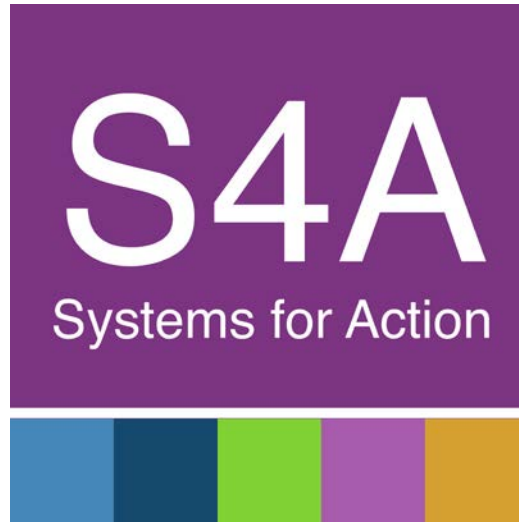
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Upcoming Webinars

S4A
Systems for Action

- **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

and