



*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*

# Agenda

**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

[katie@nonprofitcenters.org](mailto:katie@nonprofitcenters.org)

**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.



# Commentary Speaker



**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 Hodgins
- ▶ 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?

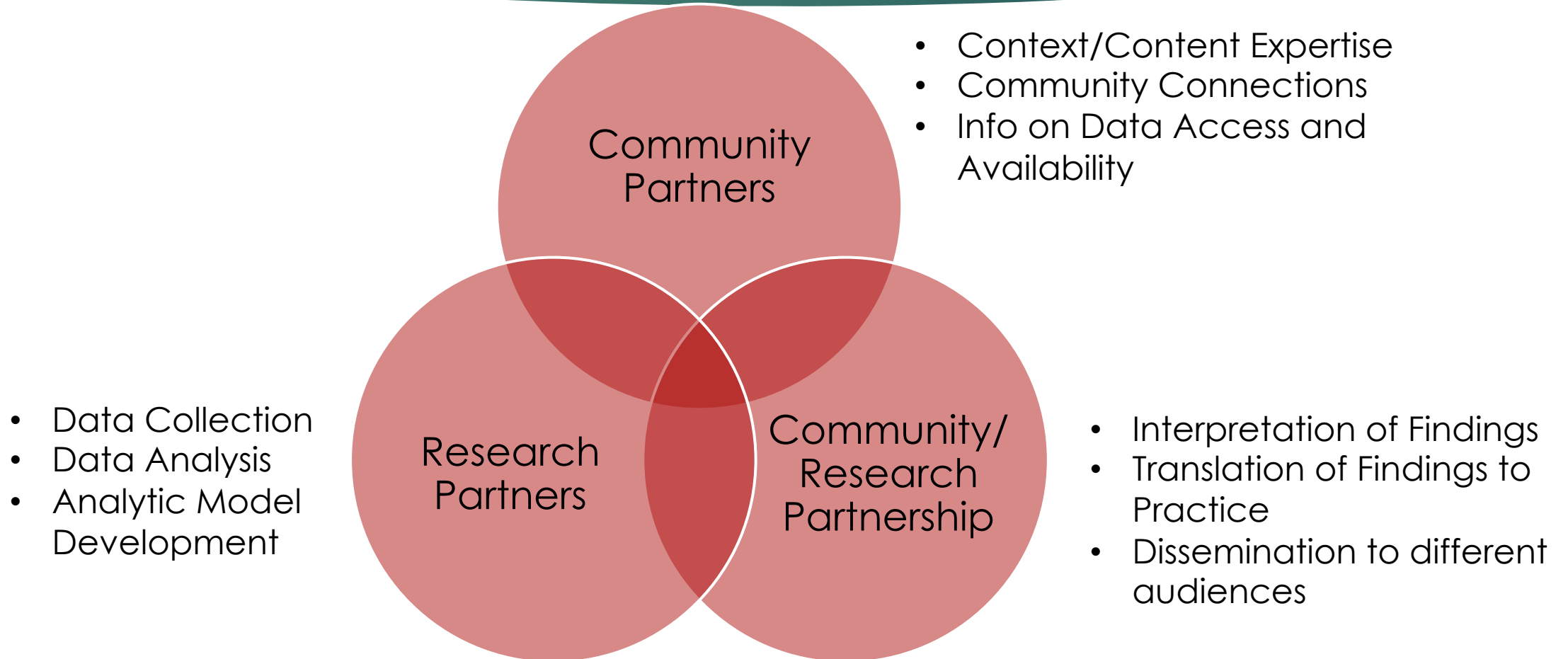


# Aims

- ▶ 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

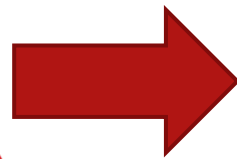


THE PROBLEM WE  
ARE WORKING TO  
SOLVE

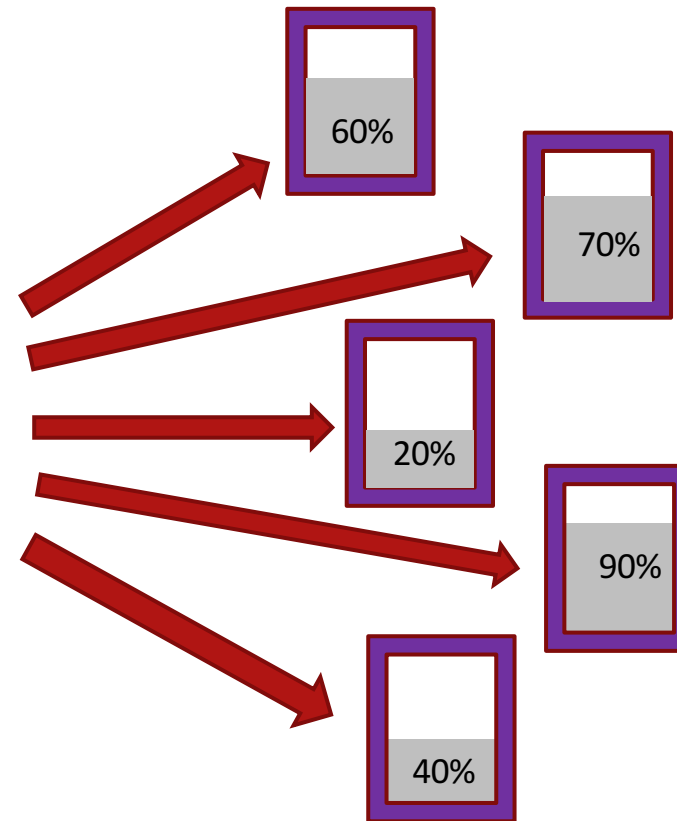


# What factors are part of the “system” that determines the nonprofit carrying capacity of a community?

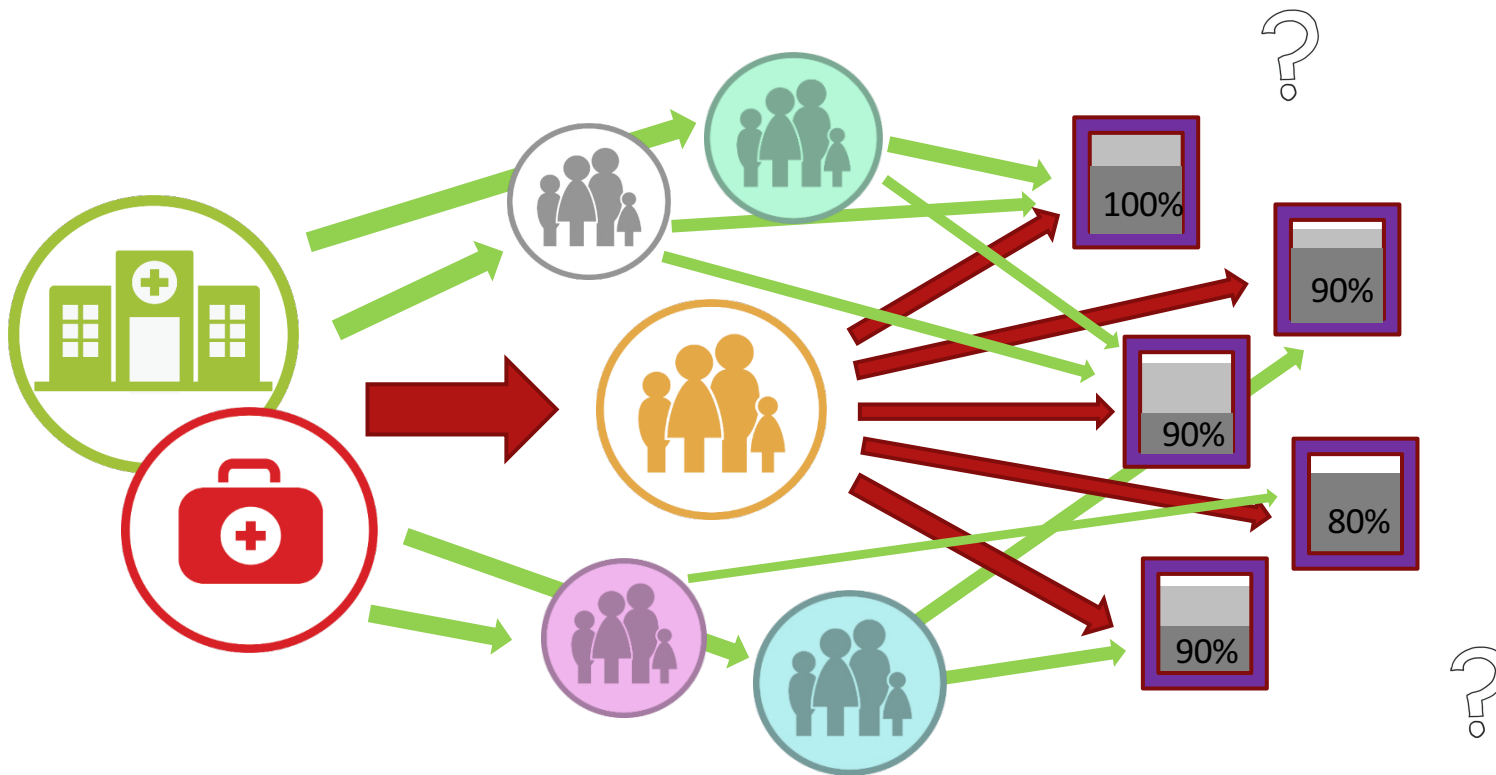
## Current System



## Community Carrying Capacity



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)



## Community Identified Project Focus Areas:

- Opioid
- Housing

# Methods



# Tasks and Timeline

Fall 2017	Task 1	<ul style="list-style-type: none"><li>▪ Analysis of existing dataset – looking at the role of nonprofits in cross-sector interorganizational networks</li></ul>
Spring 2018	Task 2	<ul style="list-style-type: none"><li>▪ Literature review to identify measures of carrying capacity</li><li>▪ Develop a preliminary/draft framework to measure carrying capacity</li><li>▪ Interview guide for key informant interviews; Scheduling interviews</li></ul>
Summer 2018	Task 2	<ul style="list-style-type: none"><li>▪ Key informant interviews – Denton, TX and Sarasota, FL</li></ul>
Summer 2018	Task 2	<ul style="list-style-type: none"><li>▪ Interview analysis</li><li>▪ Finalizing framework based on interviews</li></ul>
Fall 2018	Task 3	<ul style="list-style-type: none"><li>▪ Data Collection/Gathering: Finance data, organizational data, PARTNER survey</li></ul>
Spring 2019	Task 3	<ul style="list-style-type: none"><li>▪ Analysis of the PARTNER survey (Network capacity)</li><li>▪ Analysis of available financial and program data (Financial capacity)</li><li>▪ Testing of this project's carrying capacity measures framework</li></ul>
Summer 2019	Task 4 Task 5	<ul style="list-style-type: none"><li>▪ Systems mapping – how do these measures relate to feedback loops?</li><li>▪ Dissemination (report, highlights brief, presentations)</li></ul>

# Task 1

SECONDARY DATA ANALYSIS  
SYSTEMATIC LITERATURE REVIEW

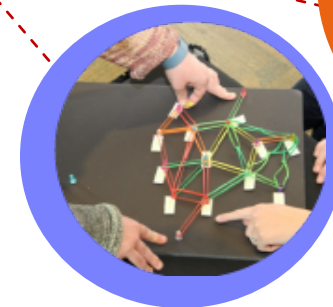
# Research Design - Secondary Data Analysis

## PARTNER

Program to Analyze, Record, and Track  
Networks to Enhance Relationships

[www.partnertool.net](http://www.partnertool.net)

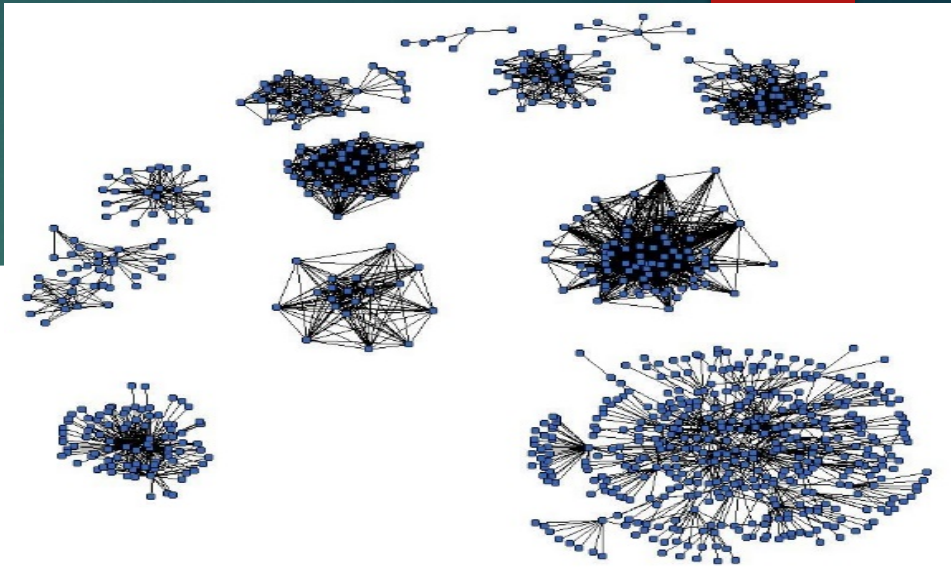
- Project Goals: To build an evidence-based to model how increased demand on the sector may impact community carrying capacity



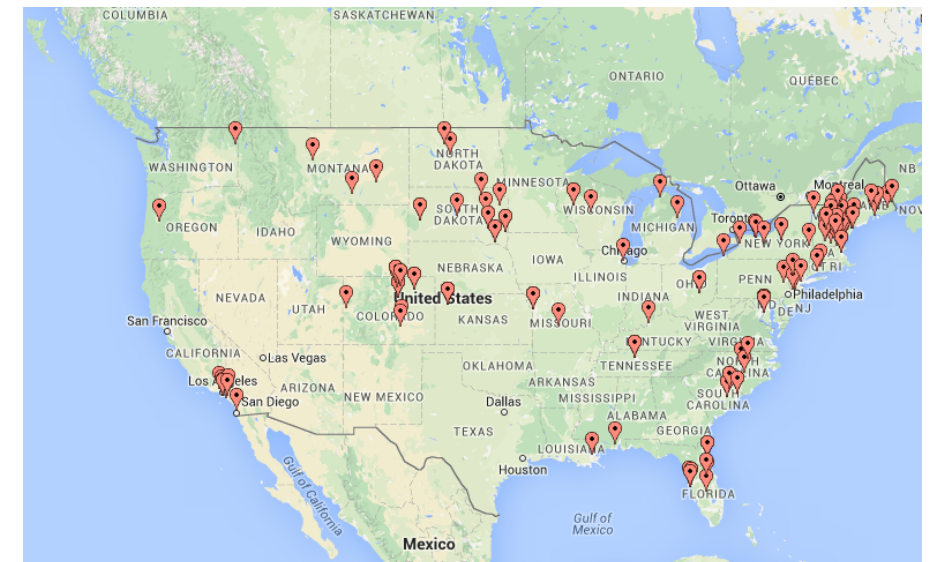


# Description of the Data

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



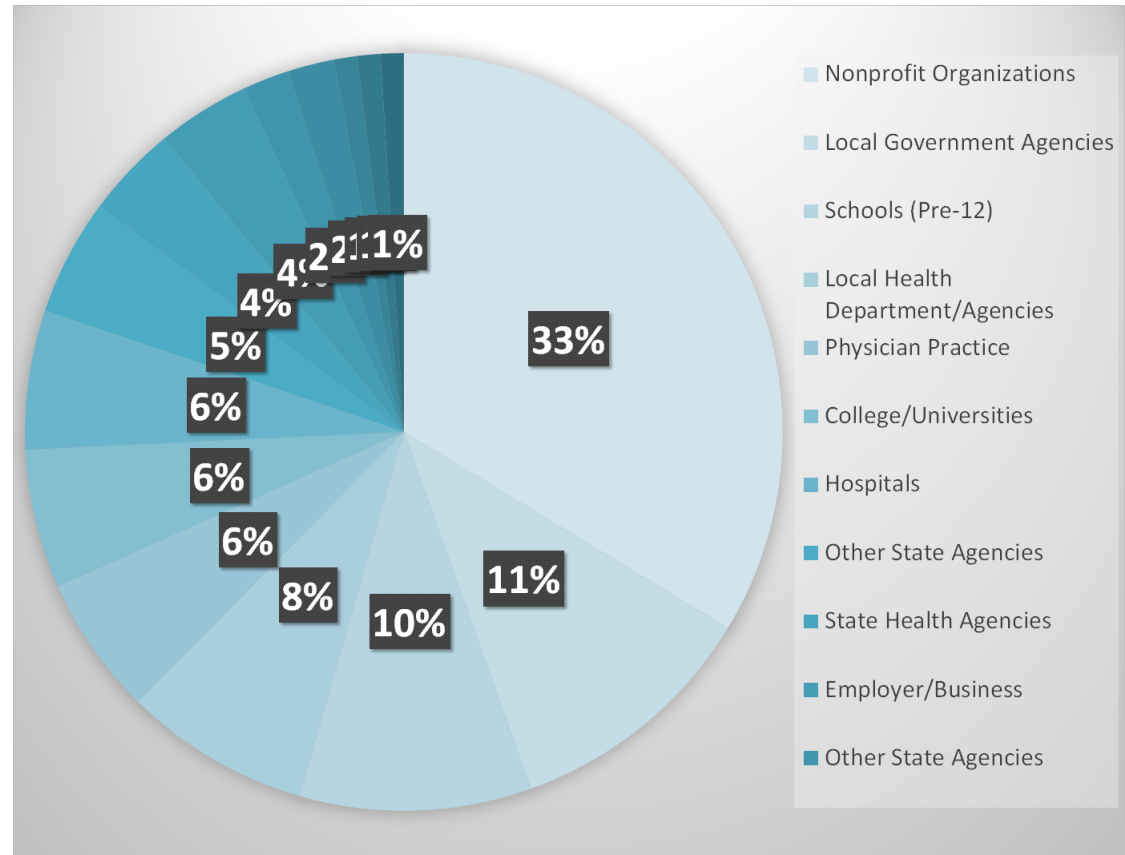
- ▶ Sample: Pulled data available from existing community level networks of cross-sector, interorganizational networks from across the US
  - Health Focused Networks; Each One Includes Hospitals; Not All Involve Public Health
  - ▶ 111 Whole Networks
    - ▶ 2,980 organizations
    - ▶ 48,745 cross sector 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?

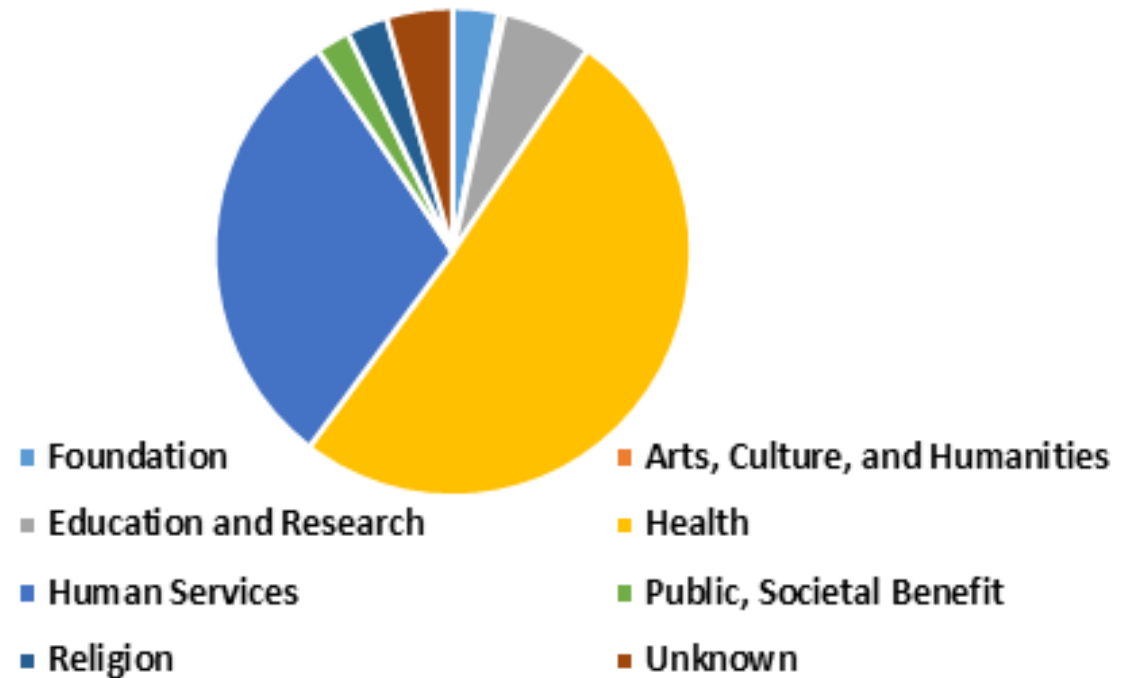
► # of Organizations from 10 sectors  
N=2,980; NPOs = 2,618



Next Step:  
Breaking Out  
Sectors in More  
Detail

► Organizations Coded by IRS  
Nonprofit Categories (501 (c))

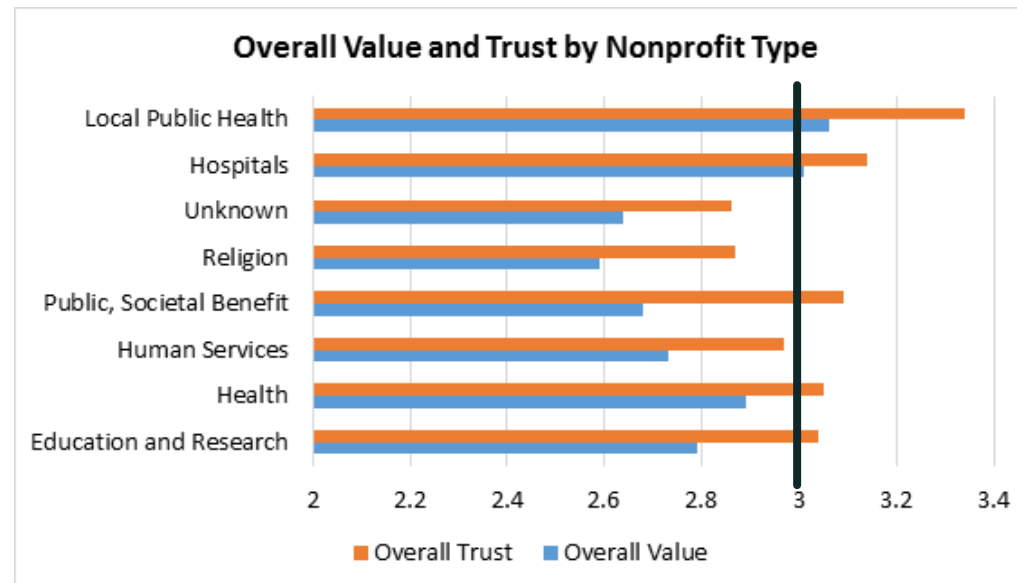
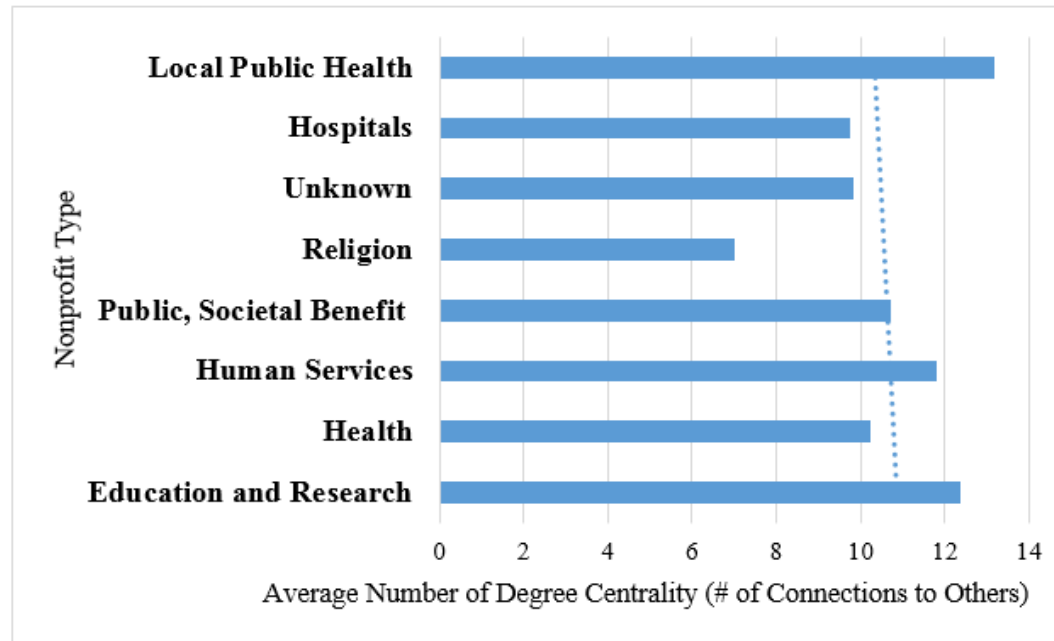
Frequency of Nonprofit Types





# 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

**Multivariate Regression Model of the Influence of Organization Group and Network Characteristics on Total Resources Contributed**

	Coefficient	SE
<b>Variable</b>		
Group (Nonprofits used as reference category)		
Public	0.152	0.127
Private	-1.047	0.198**
Density	-1.611	0.267**
Total Trust	0.098	0.118
Overall Value	-0.379	0.136**

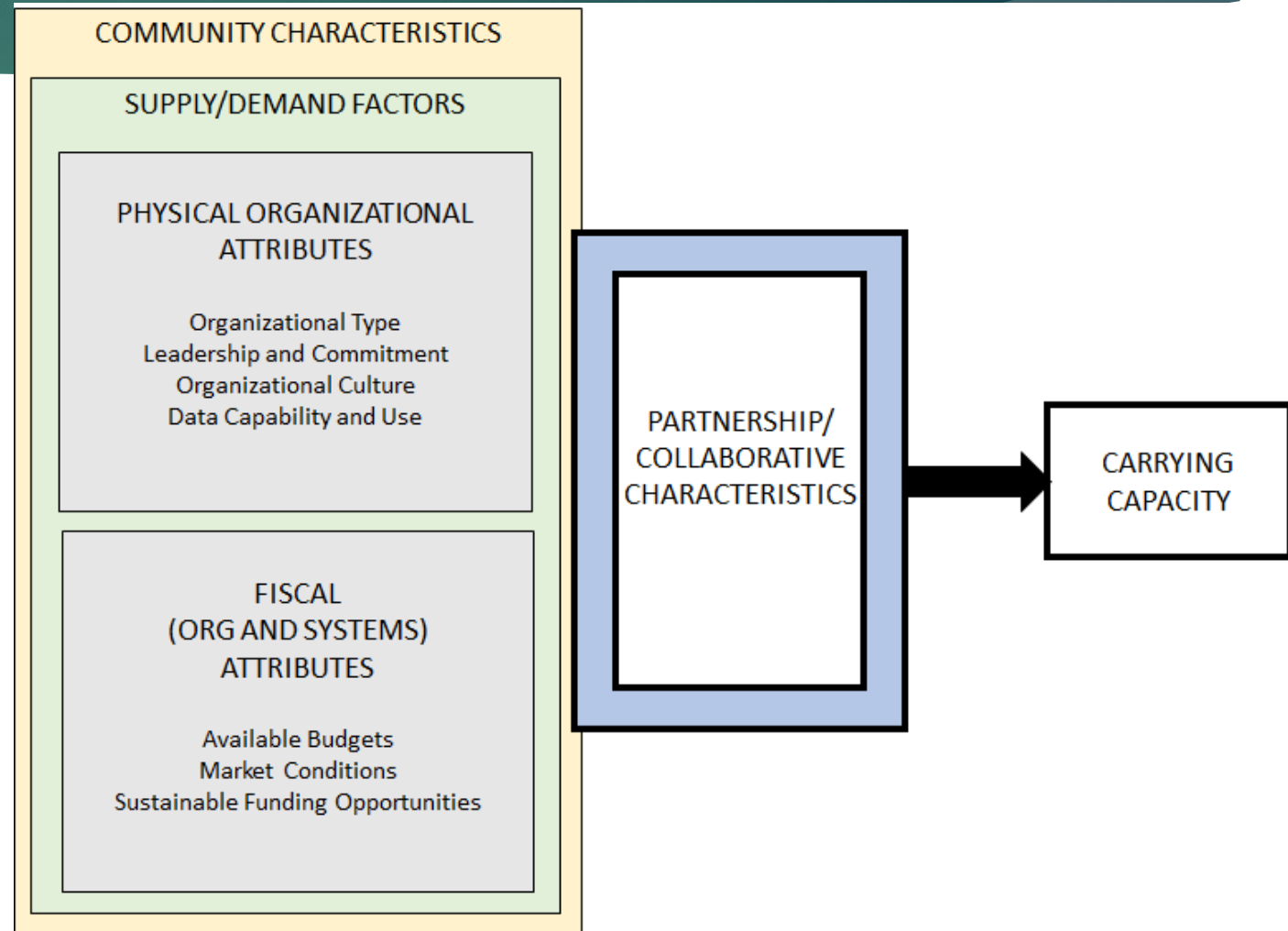
\*p<0.05 \*\*p<0.01

# 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



# Community Partners & Commentary

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



**Serve Denton (Denton, TX)**





1750 17<sup>th</sup> Street  
Sarasota, FL 34234  
(941) 365-4545  
[www.gs-humanservices.org](http://www.gs-humanservices.org)

**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.



INCOME

EMPLOYMENT

TRANSPORTATION

IDENTIFICATION

LEGAL

ADULT EDUCATION

CHILDREN'S ADVOCACY

LIFE SKILLS

PARENTING SKILLS

SPIRITUAL

EMOTIONAL

SOCIAL SUPPORT

SUBSTANCE ABUSE

MENTAL HEALTH

HEALTHCARE\*

LANGUAGE

HOUSING\*

CLOTHING

FOOD

\* The Wheeler House

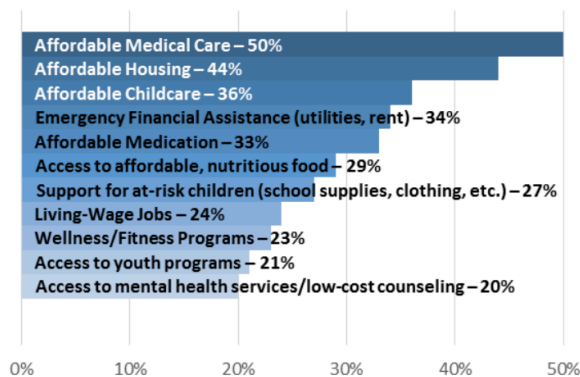


# Our Community

In Denton County  
**228 People**

experience homelessness  
on any given day

Client Survey Results (341 Responses)



## Causes of Homelessness

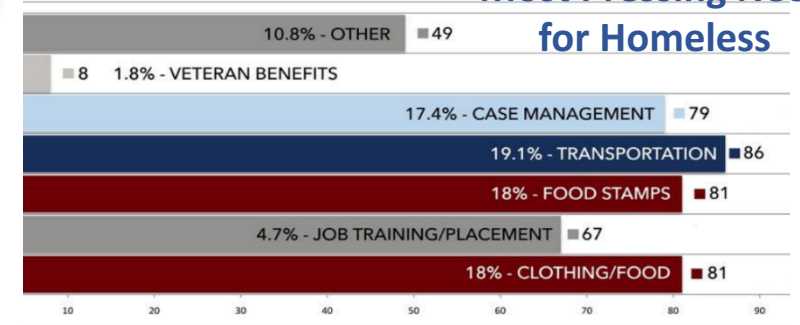
Homelessness often manifests as a cycle, reflected in the strong correlation between the most common causes of homelessness and most common needs of people experiencing homelessness.



## Reasons for Experiencing Homelessness



## Most Pressing Need for Homeless





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.



College of  
Public Health

*Center for Public Health Systems  
and Services Research*

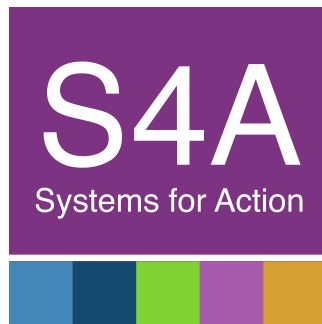
and



Gatton College of  
Business and Economics



# Questions?



[www.systemsforaction.org](http://www.systemsforaction.org)

# Topic Summary

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.