

Changes in Capacity to Absorb Clinical-to-Community Referrals during the COVID-19 Pandemic

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

Research-in-Progress Webinar
February 24, 2020
12-1pm ET

Agenda

Welcome: Chris Lyttle, JD
S4A Deputy Director

Presenters: Kameron Hodgens, PhD
The Glasser/Schoenbaum Human Services Center
Danielle Varda, PhD
Visible Network Labs

Commentary: John Annis
Charles & Margery Barancik Foundation

Q&A



Kameron Hodgens, PhD

Kameron Hodgens, PhD is CEO and Executive Director of The Glasser/Schoenbaum Human Services Center in Sarasota, Florida, a 5-acre campus of 14 buildings that houses a collaborative community of 20 nonprofit organizations as tenant partner agencies. The mission of the Center is to connect, support, and sustain a network of human service nonprofits for a stronger community. Dr. Hodgens holds a PhD in Developmental Psychology and is the member of a number of community boards and steering committees.

Contact: khodgens@gs-humanservices.org





Danielle Varda, PhD

Danielle Varda, PhD is CEO and Founder of Visible Network Labs, a network data science and technology company offering software and services to leverage individual- and systems-level networks. Dr. Varda is also Associate Professor at the University of Colorado Denver School of Public Affairs. She has published over 30 peer-reviewed journal articles and is the author of the RWJF-funded PARTNER network science software tool.

Contact: daniellevarda@visiblenetworklabs.com

Visible
Network
Labs



John Annis



John Annis the Senior Vice President of Collaboration and Impact for Charles & Margery Barancik Foundation, where he is part of a team committed to promoting meaningful changes in the areas of education, humanitarian causes, arts and culture, the environment and medical research.

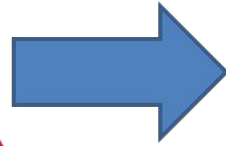
John is passionate about creating intergenerational cycles of opportunity for children and their families. Because of his work in this area, he was named as Aspen Institute Ascend Fellow in 2015. Ascend Fellows work across sectors to advance economic security, educational success and health and well-being.

Contact: JAnnis@barancikFoundation.org

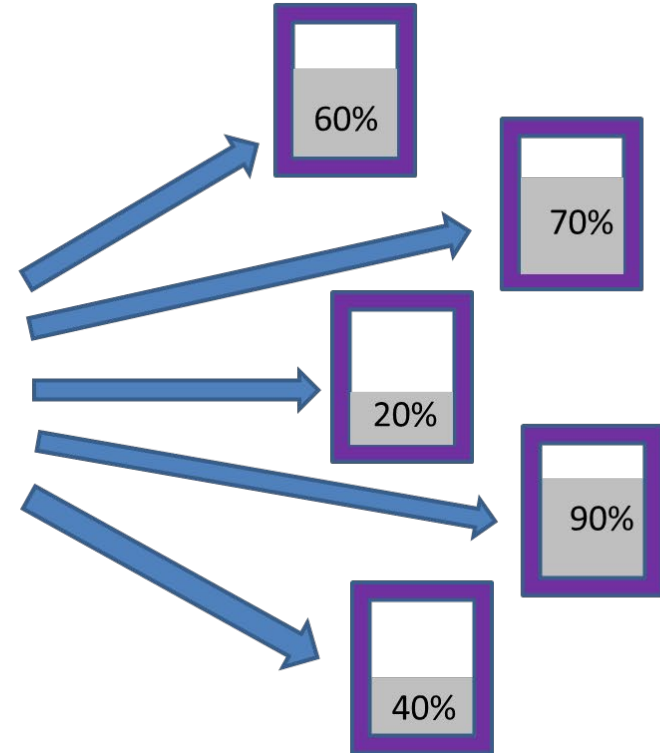
Carrying Capacity to Absorb SDOH Referrals

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

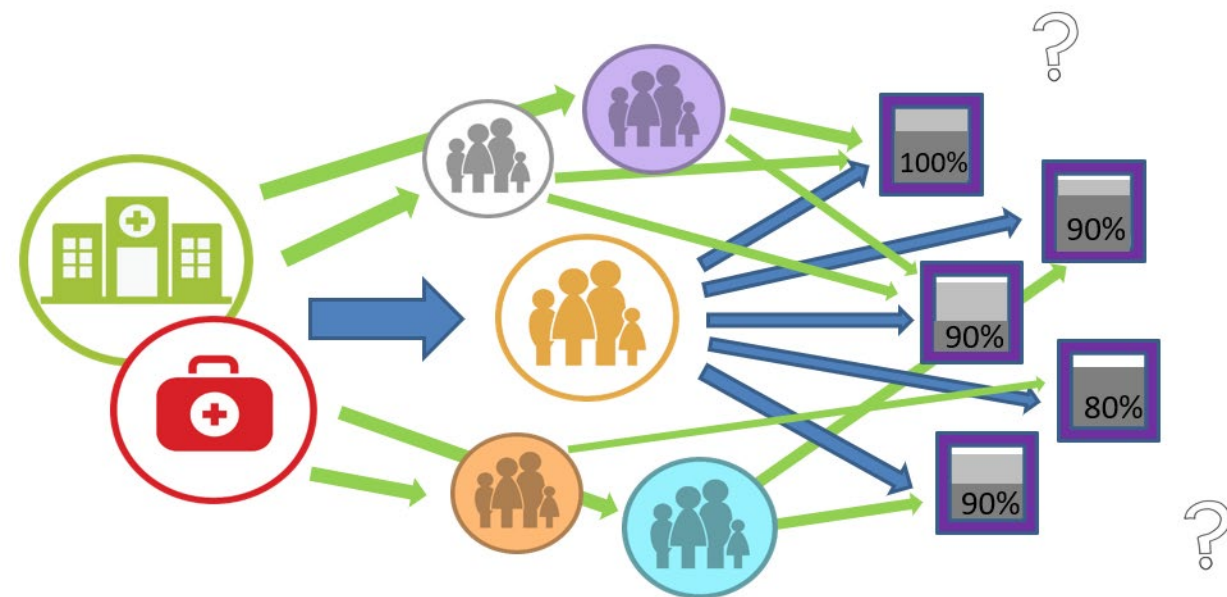
Current System



Community Carrying Capacity



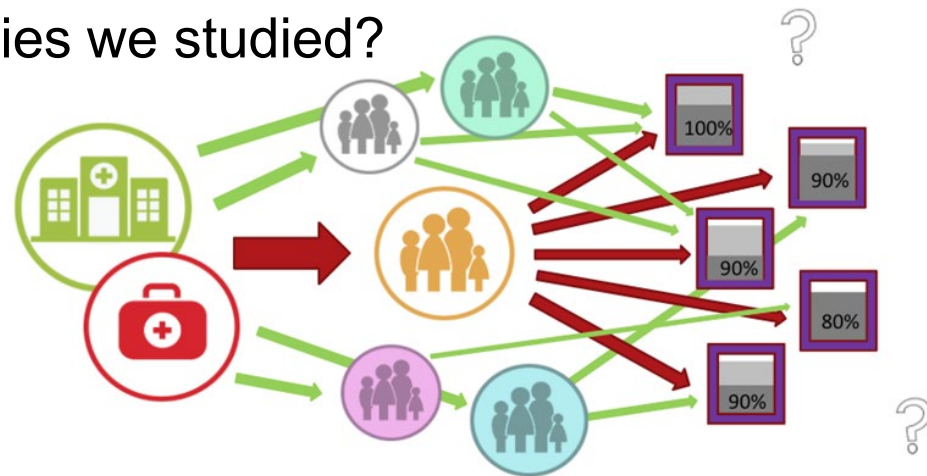
How are these factors impacted when a system's SDOH screening and referral begin to increase the demand for these services in an already stressed sector?



Can This Model Inform Capacity Building:

- Hospital Community Benefit Dollars
- Local, State, Federal or Foundation Funding
- Reimbursements for Social Service Delivery

- In 2017, this research team examined whether nonprofit community-based organizations in Sarasota, FL, and Denton, TX, had the capacity to absorb new referrals from clinical partners as a result of increased screening on social determinants of health.
- What did we learn?
- What was valuable to the communities we studied?



Research Question 1

How are cross-sector interorganizational networks of health/clinical agencies and community-based organizations implementing a screening, referral, and follow-up process?

Figure 5. Description of a Network -

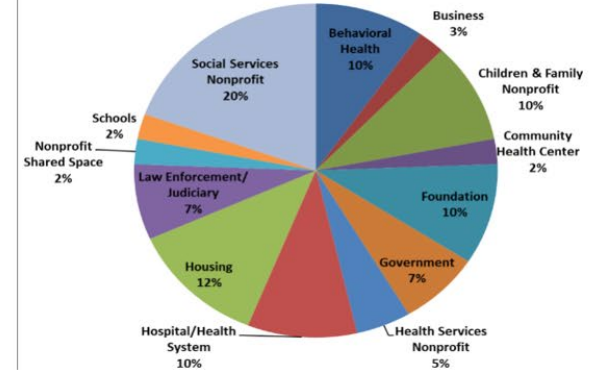
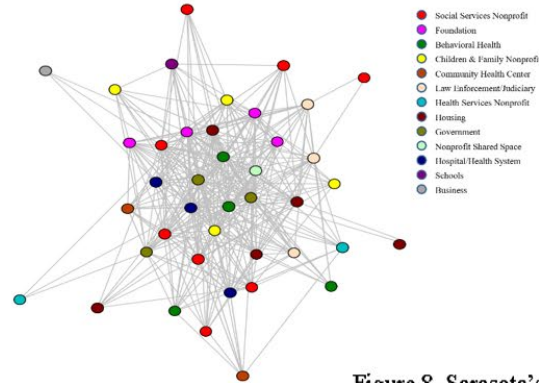
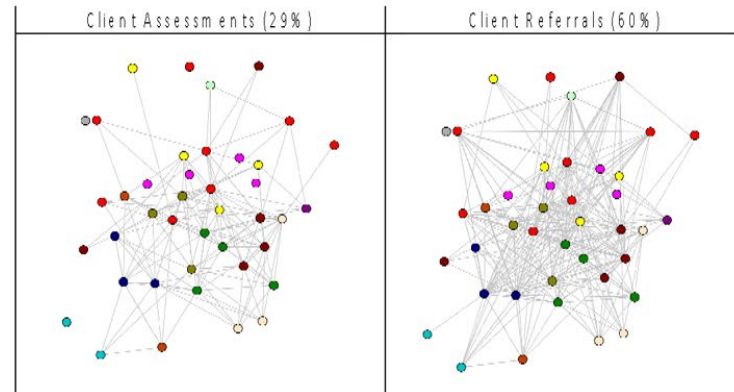
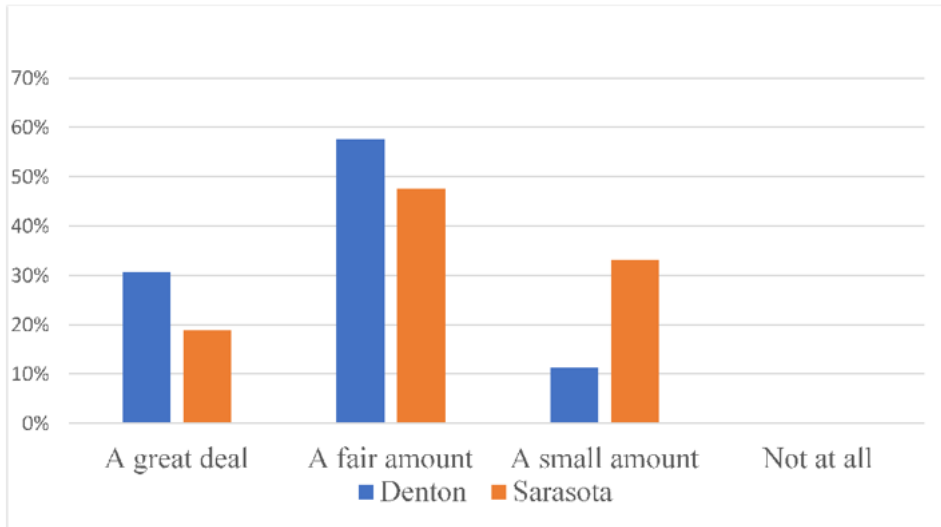


Figure 8. Sarasota's Screening and Referral Networks

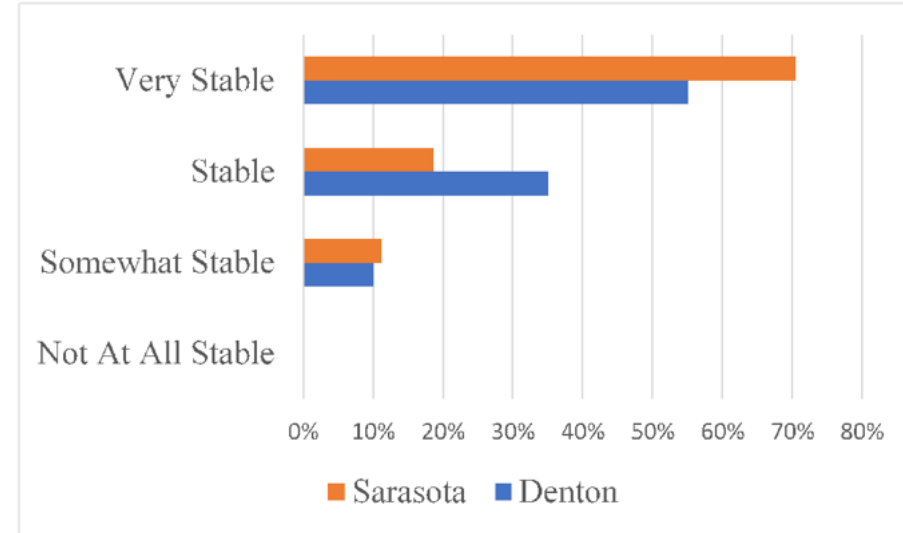


Financial Capacity Perspectives

Perceptions of Ability to Quickly Expand Services



Perceptions of Financial Stability

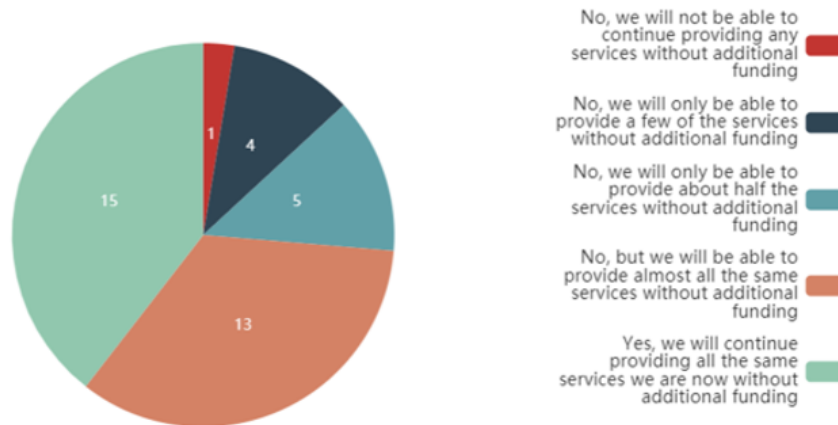


Next:
Assess how well
the community
was able to
leverage the
network to provide
capacity for COVID
response needs.

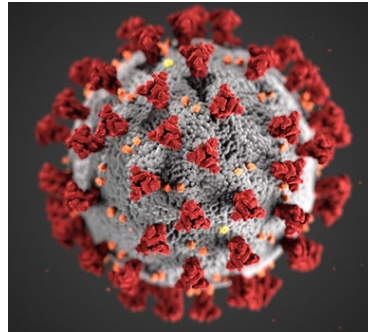
COVID's Effect on Service Provision

VisibleNetworkLabs

Given all that is going on with the COVID-19 pandemic, do you think your organization can continue to provide the same level of services over the next 12 months for young children (birth to age 5) and their families in the SLV?

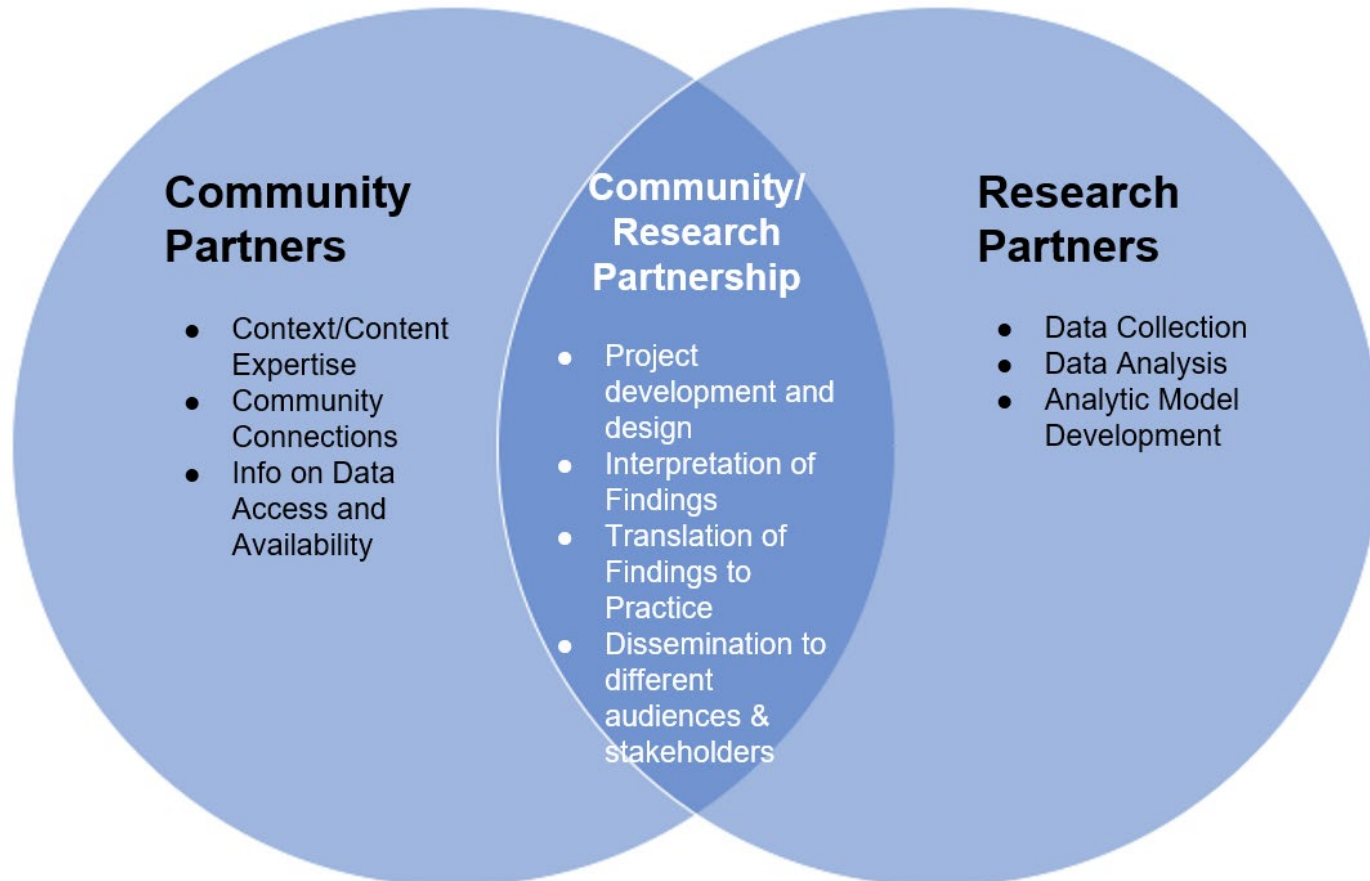


- In-depth follow-up in Sarasota, Florida to see how the COVID-19 pandemic has impacted alignment between the *health systems*, *public health services*, and *social service* referrals as needs have increased?
- How has Sarasota been able to activate existing networks to increase the capacity and resiliency of organizations to respond to increasing demands and increasing referrals?



1. What impact did the COVID-19 pandemic have on the carrying capacity of public health, social services, and health care sectors? How does this compare to networks that were already in place pre-COVID 19?
2. What network relationships and structures were already in place prior that enabled/supported how the network was/is activated? How effectively have previously aligned linkages across social, health care, and public health services impacted client/patient outcomes?
3. What improvements can be made/what are the lessons learned? What can cross-sector community networks do to better prepare for crises like this?
4. What tools or processes can successfully track/record these rapid adaptations by community networks as they happen?

A Community/Research Partnership: Team Roles and Responsibilities



What's the challenge?

An aerial photograph of a coastal city. In the foreground, a large marina is filled with numerous white sailboats and yachts docked at piers. The water is a deep blue-green. To the left of the marina is a small, landscaped peninsula with green grass, trees, and a paved walkway. In the background, a dense urban area is visible, featuring a mix of low-rise and mid-rise buildings, including several tall apartment or office buildings. A circular inset on the right side of the image provides a closer, slightly blurred view of one of the taller buildings, showing its architectural details and surrounding greenery.

**How do we conduct
research projects that
benefit and are in
partnership with the
communities we study?**



Our Story

Sarasota in Human Service Systems

- Nonprofit Centers Network
- First 1,000 Days
- Continuum of Care
- Community Alliance
- Community Needs Assessments
- County Government
- Seasons of Sharing
- 211



Designing Projects in Partnership with the Community

- What did we miss the last time?
- What do we want to make sure we incorporate this time?
 - Senior population
 - COVID-19 vulnerable populations
 - Organizations we may have missed the last time



Methodological Needs

- Conduct key informant interviews with community organizations to inform our PARTNER survey design
- Collect PARTNER relational survey on community organizations

Community-Based Approach

- Design surveys with fewest # of questions
- Give the data back
- Translate the data to practice



PARTNER Overview Exit

COVID-19: Patient Contact Tracing Portal

Save & Exit Submit

QUESTION 1

Please list all of the people with whom you have been in contact,* all physical locations you have visited, and all public transportation or ride-share vehicles you have used in the past 14 days.

*Contact means being in close proximity of a person, within 4 to 6 feet for more than a minute.

[Click Here to add new people, locations, or transportation modes](#)

☒ Bellamie Varda
☒ Dan Varda
☒ Harlow
☒ King
☒ Linda
☒ Mary
☒ Olivia
☒ Peter
☒ The A
☒ Walter

QUESTION 2

What was the nature of your contact with this person, location, or mode of transportation?

Organization	I had physical contact with this person or with surfaces in this location/ vehicle	I shared living space with this person	I shared food or drink with this person	I coughed or sneezed while in contact with this person/ location/ vehicle	No contact, only close to this person	Other	Not applicable
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

QUESTION 3

Network members answer a few questions about themselves and their connections with other members

PARTNER ACS Affiliate Orgs

Overview Members Contacts Alerts Reports

ACS Affiliate Orgs

Colorado Department of Health

4300 E Cherry Creek Dr.
Denver, CO 80246

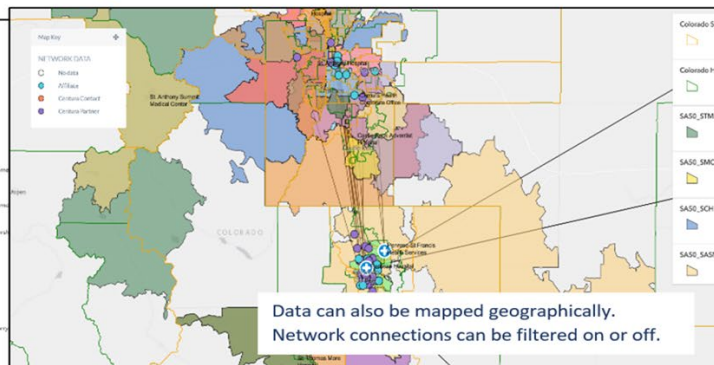
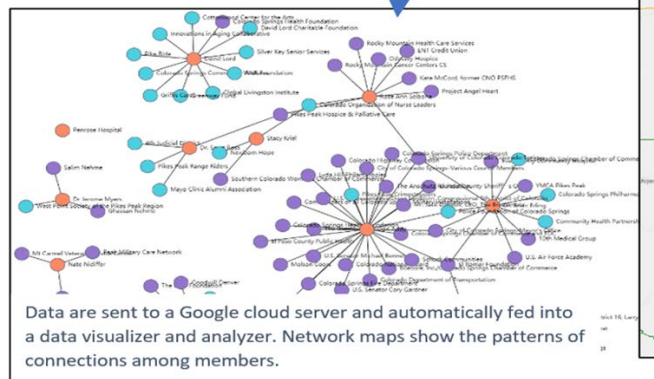
Network Map

Member Information

CONTACTED	ROLE	STATUS	CONTACTED	ROLE	STATUS
XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX

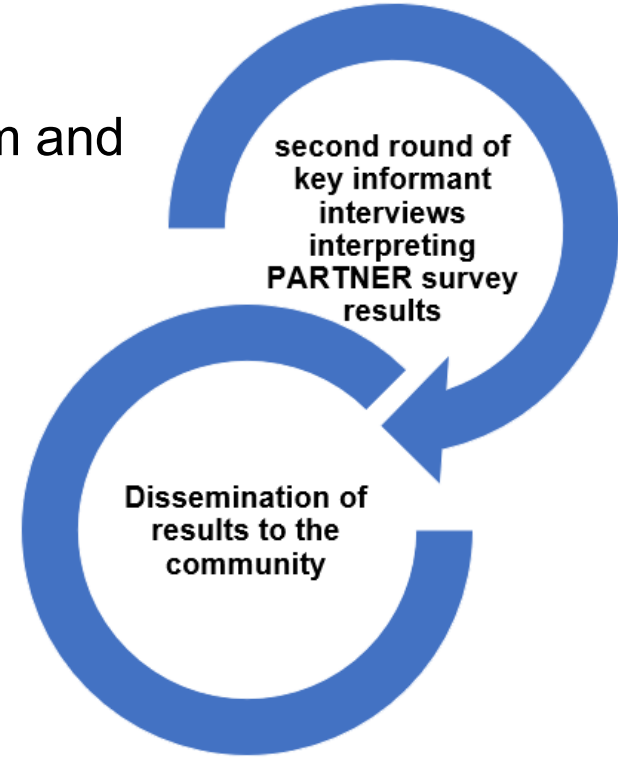
Related Data

Member profiles provide a close-up look at the relationships and attributes of each network member.



Interpreting and Disseminating Data and Results in Partnership with the Community

- Continual collaboration between the research team and community organizations
 - Always checking in, do these results make sense?
 - What are we missing?
- Present to the community, as often as possible
- Make the data accessible and easy to understand
- Understand policy and program implications
 - Provide the data in a timely way to take quick action



Community Carrying Capacity to Address Health System Referrals: A Networked Approach

Danielle Varda
University of Colorado DenverKatie Edwards
Nonprofit Centers NetworkTodd L. Ely
University of Colorado DenverRachel Hogg-Graham
University of Kentucky

Abstract

As evidence emerges that health outcomes are determined by factors outside of the clinical health care delivery system, nonprofit sector's relevance to supporting positive health outcomes grows through the delivery of community-based care. This paper examines whether nonprofit community-based organizations have the capacity to absorb new referrals from clinical partners. The expectation of increasing referral activity raises concerns over limited nonprofit community capacity. Using Social Network Analysis, we analyze the network of partners that make up two such community systems and determine the prominence of the referral function, the resources most frequently contributed to the network, dependence on primary revenue sources directly related to the clinical health care delivery system, and the community-based organizations' perceptions of their financial stability and ability to rapidly respond to increasing referrals. The suggest steps by which referrals from the clinical health care delivery system to community-based organizations can both parties and health outcomes.

Keywords: Network analysis; Community-based organizations; Cross-sector; Social determinants of health; Nonprofit carrying capacity; Community carrying capacity

Points for Practitioners:

- As screening for social determinants of health (SDOH) increases in health and clinical settings, it is imperative capacity of the community resources to absorb these referrals be considered.
- While hospitals are viewed positively for the value they play in these referral systems, community-based health and human services are still undervalued. Bringing forward the crucial role that these organizations play in a success system should be a key activity for stakeholders.
- Elevating the value of these community-based organizations to a successful system should be coupled with attention to the policy and funding mechanisms needed to support the role that community-based health and human services organizations play, including such innovative approaches as reimbursements for non-medical needs among client populations.

As evidence increases that health outcomes are determined by factors occurring outside of the health care delivery system, the role that community-based health and human services play in health and well-being outcomes continues to rise (Alley, Asomugha, Conway, & Sanghani, 2016; Eschenfelder, 2010; Gottlieb, Fichtenberg, Alderwick, & Adler, 2017; Hogg-Graham, Edwards, Ely, & Varda, 2020). As a result, coordination between health care

Using Social Network Analysis to Understand the Perceived Role and Influence of Foundations

Todd L. Ely, Ph.D., University of Colorado Denver; Katie Edwards, M.P.A., Nonprofit Centers Network; Rachel Hogg-Graham, Dr.PH., University of Kentucky; and Danielle Varda, Ph.D., University of Colorado Denver

Keywords: Foundations, network analysis, collaboration, evaluation

Introduction

Foundations play a prominent role in philanthropy, representing nearly \$67 billion, or 16%, of giving in the United States during 2017 (Indiana University Lilly School of Philanthropy, 2018). Arguably, more important than the level of giving is the collective impact of foundations working in concert with grantees to address an array of social purposes. The critical relationship between foundation and grantee is complicated due to an imbalance in power and accountability when one party in a relationship is dependent on resources from another. Whereas funders rightfully demand accountability from grantees through evaluations and reporting, grantees have more limited and challenging means of holding funders accountable. These include turning down grant support—an unlikely response for most organizations—or, they may exercise voice through complaints and efforts to reform their funders' (Ebrahim, 2003, p. 201). More generally, "the power and wealth of private foundations often prevents them from getting good criticism" (Wisely, 2002, p. 163).

This article introduces an emerging tool that complements the information gathered in traditional grantee surveys. Social network analysis (SNA) is used to assess collaboration among organizations in a community and its outcomes. A unique, yet often underemphasized, benefit of this approach is the focus on dyadic relationships between organizations. This presents an opportunity for foundations to better understand their role in collaborative efforts and how they are perceived by the organizations working alongside

Key Points

- Collaboration between foundations and other organizations is critical to the success of foundation-supported initiatives, but the power dynamics among foundations, grantees, and their broader communities can be challenging. Social network analysis is a tool to assess collaboration among organizations and its outcomes. A unique yet often underemphasized benefit of this method of analysis is its focus on dyadic relationships between organizations, which presents an opportunity for foundations to evaluate their role in a network and how they are perceived by the very organizations whose missions they support.
- This article leverages a social network analysis of community partners focused on addressing needs of people experiencing homelessness and housing shortages to illustrate how the results can constructively inform foundations on how they are viewed by community partners along dimensions of trust, value, resource contribution, activities, and contribution to outcomes. The analysis is conducted using an online network survey, analysis, and reporting tool called PARTNER—Program to Analyze, Record and Track Networks to Enhance Relationships.
- The analysis of survey responses captures over 600 unique dyadic partnerships across more than 40 community organizations, including their relationships with participating foundations. The PARTNER tool satisfies the need to evaluate both the impact of collaborative initiatives supported by foundations and foundations' roles in these efforts.

30 The Foundation Review // thefoundationreview.org

Received: 29 January 2020 | Revised: 11 June 2020 | Accepted: 26 June 2020
DOI: 10.1111/hsc.13109

ORIGINAL ARTICLE

Health and Social Care in the Community

WILEY

Exploring the capacity of community-based organisations to absorb health system patient referrals for unmet social needs

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Funding information:
Support for this publication was provided by the Robert Wood Johnson Foundation through the Systems for Action National Coordinating Center, ID 75150.

Abstract

This study examines the perspectives, resources, role and services provided by community-based organisations (CBOs) in response to the integration of health and social services to address individual unmet social needs, as well as the impact on organisational carrying capacity related to the ability to receive referrals from health system partners. Mixed methods combining qualitative interviews with 24 organisations and Social Network Analysis with 75 organisations were completed in 2018 in two communities (Denton, TX and Sarasota, FL) with robust examples of health and social systems alignment. Findings suggest that while community organisations are embedded in robust cross-sector networks, the potential increase in referrals from clinical settings is not something they are fully aware of, or prepared for, as evidenced by inadequate funding models, misalignment between capacity and capability, and a lack of coordination on screening and referral activities. Misalignment between clinical and CBO understanding of demand, needs and capacity present a potential risk in building strategies that integrate health and social services to address unmet social need. Failing to build a strong cross-sector screening and referral infrastructure that considers CBO capacity from the start could undermine the goal of improving population health through the integration of clinical and social care.

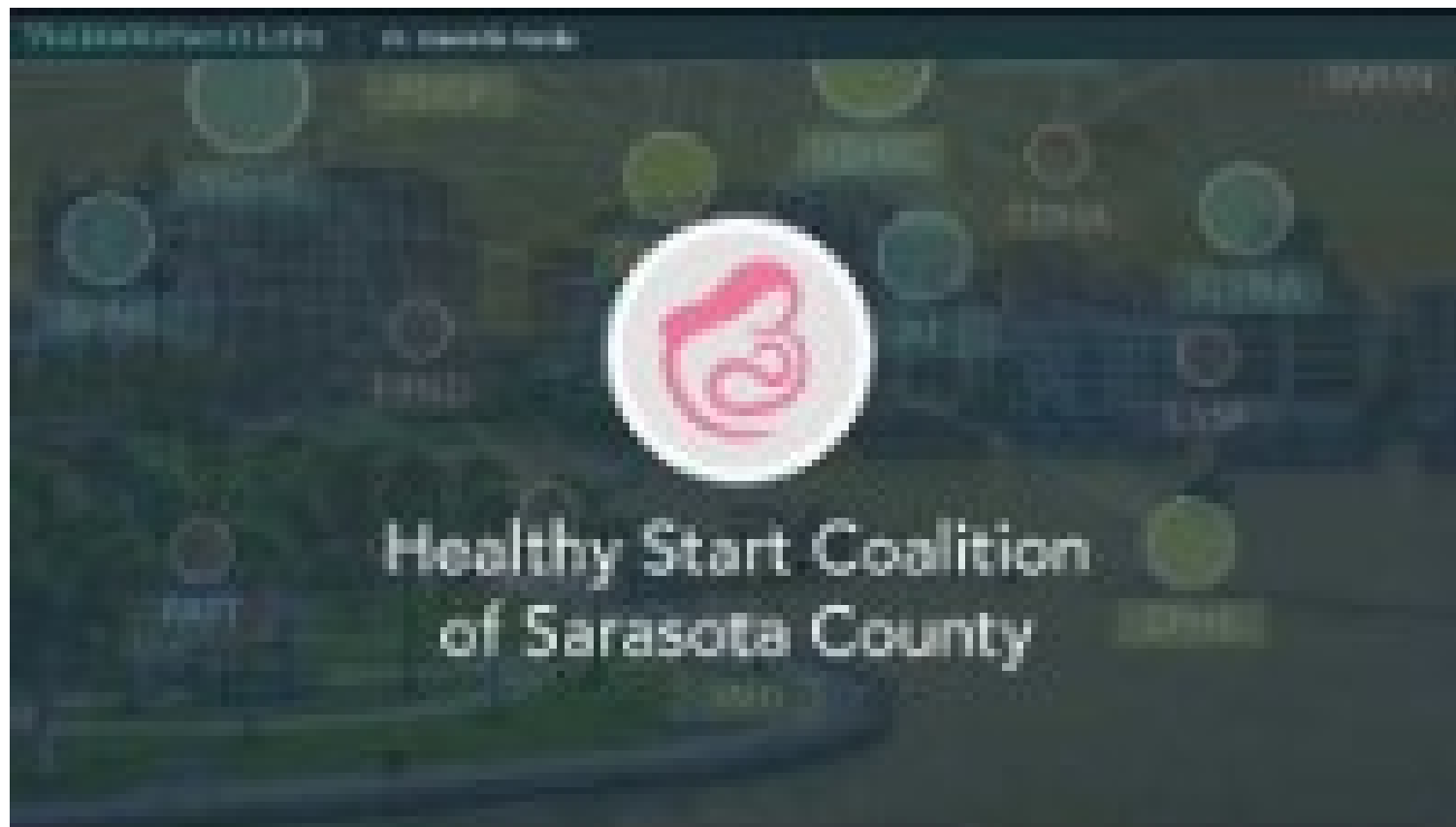
KEYWORDS

community capacity, delivery of healthcare, health and social care networks, humans, population health, public-private sector partnerships, surveys and questionnaires

1 | INTRODUCTION

Attention towards addressing the social and economic factors that influence health as a mechanism to improve outcomes and reduce cost is increasing across the US (Alderwick, Hood-Ronick, & Gottlieb, 2019; Alley, Asomugha, Conway, & Sanghani, 2016; Bachrach, Pfister, Wallis, & Lipson, 2014; Bradley et al., 2014; McCullough & Leider, 2016; Solomon & Kanter, 2018). Efforts focused on screening for unmet social need centre on the argument that individuals will experience improved health outcomes if they are connected to needed social services through a timely and coordinated process (Andermann, 2018;

Fraze et al., 2019; Gottlieb, Garcia, Wing, & Manchanda, 2016). A key component of addressing unmet social needs is the development of a cross-sector screening and referral infrastructure that integrates health and social services (Alley et al., 2016; Berkowitz et al., 2018; Butler, 2015; Fraze, Lewis, Rodriguez, & Fisher, 2016; Gottlieb, Wing, & Adler, 2017; Hogg & Varda, 2018; Rindler & Miles, 2018; Varda, Edwards, Ely, & Hogg-Graham, forthcoming). However, noticeably absent from many high-level conversations about the design and implementation of social needs strategies are the community-based organisations (CBOs) typically responsible for addressing unmet social needs (Byhoff & Taylor, 2019). CBOs, typically non-profits located in



<https://youtu.be/7fN2CK4Skz8>

Reach of the Impact

Herald-Tribune

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SARASOTA

Community study looks at strength of Sarasota's social services amid pandemic

Angie DiMichele Sarasota Herald-Tribune

Published 9:54 a.m. ET Feb. 5, 2021 | Updated 2:43 p.m. ET Feb. 9, 2021



The Glasser/Schoenbaum Human Services Center is beginning a two-year study to assess Sarasota nonprofits' capacity of absorbing referrals from medical health care settings. Provided By Glasser/Schoenbaum Human Services Center

Sarasota, a wealthy community often known as a top place for retirement and home to some of the country's best beaches, may be lesser known to some for its thousands of nonprofit organizations.

But Sarasota was singled out to participate in a new community study, in part, because of the robust network of nonprofits that exists here.

The study, led by The Glasser/Schoenbaum Human Services Center and a Colorado-based research company, is a follow-up to a 2017 study of Sarasota's social services organizations.

<http://systemsforaction.org/projects/changes-capacity-absorb-clinical-community-referrals-during-covid-19-pandemic-changes-capacity/communications/community-study-looks-strength-sarasota-social-services-amid-pandemic>

<http://systemsforaction.org/projects/changes-capacity-absorb-clinical-community-referrals-during-covid-19-pandemic-changes-capacity/communications/editorial-social-services-study-win-sarasota>

Herald-Tribune

BREAKING NEWS: Publix again cancels appointment window b

News Sports Ticket Lifestyle Opinion USA TODAY Obituaries E-Edition Legals

EDITORIAL: Social services study a win for Sarasota

Sarasota Herald-Tribune Editorial Board

Published 6:39 a.m. ET Feb. 11, 2021 | Updated 2:13 p.m. ET Feb. 11, 2021



Huge numbers of volunteers took part in a turkey meal distribution event held last November by All Faiths Food Bank in the parking lot of The Bay Park Conservancy and Van Wezel Performing Arts Hall. The impact of Sarasota's social services network will be the focus of a new study led by The Glasser/Schoenbaum Human Services Center and a Colorado-based research company. THOMAS BENDER/HERALD-TRIBUNE

When an extensive amount of research is being devoted to measuring how nonprofits in your area are making an impact, it's a sure sign that your community has earned respect and regard for how it values philanthropy.

So it's worth applauding the announcement that a Colorado-based research firm will team up with The Glasser/Schoenbaum Human Services Center to conduct a follow-up survey on a 2017 study that examined the breadth and reach of Sarasota's social services organizations.

More: [Community study looks at strength of Sarasota's social services amid pandemic](#)

There's one conclusion that's already sure to be reached well before the planned two-year study is wrapped up: Sarasota's nonprofit community is a civic force, one that's buttressed by a city full of individuals and entities willing to generously invest both dollars and energy toward supporting the local social services sector.

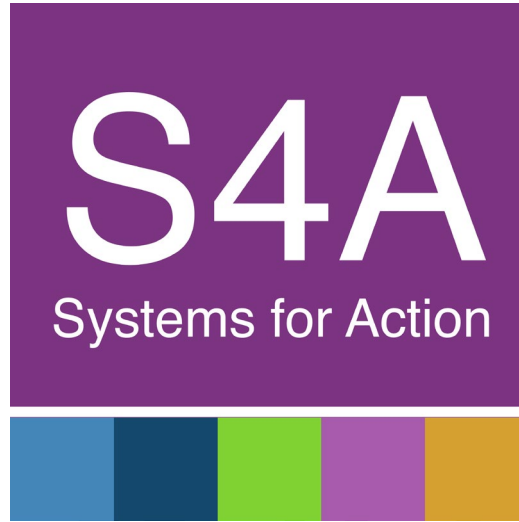
John Annis

Senior Vice President of Collaboration and Impact

Charles & Margery Barancik Foundation



Questions?



www.systemsforaction.org

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If you would like to receive a **certificate of completion** for today's ResProg webinar, please complete the survey at the end of the session.

One will be emailed to you.

New Funding Opportunity

\$2 million is available to
measure solutions to the
wrong-pocket problem:

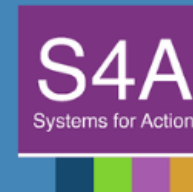
when costs and benefits for promising
solutions aren't distributed evenly,
implementation costs are drawn largely
from one set of pockets while benefits
flow into alternative sets of pockets.



2021 S4A Call for Proposals

Informational Webinar on March 17

Proposals due June 9



Learn more: <http://systemsforaction.org/funding-opportunities-2021>

Upcoming Webinars

Biweekly on Wednesdays at 12pm ET



Systems for Action is a National Program Office of the Robert Wood Johnson Foundation and a collaborative effort of the Colorado School of Public Health, administered by the University of Colorado Anschutz Medical Campus, Aurora, CO.



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