Session Reminders

We're Recording!

- All participant lines are muted and videos are disabled upon entry.
- Please keep your audio and video off unless otherwise requested by presenters.

Engage with Us!

- We invite you to submit content-related questions in the Q&A section on your screen or offer ideas, comments, and suggestions in the Chat section.

Give Us Feedback!

- Love what you're hearing? Like our session!
- Click the 'Rate Session' button and complete mini evaluation
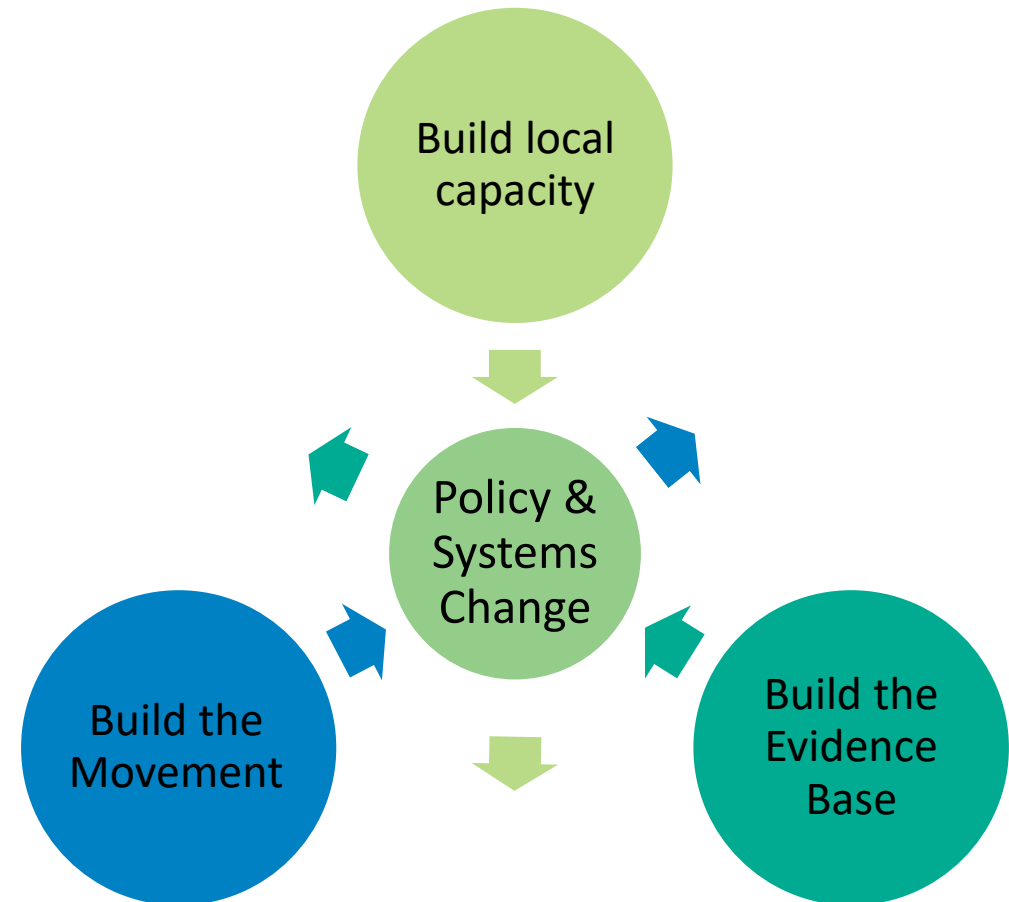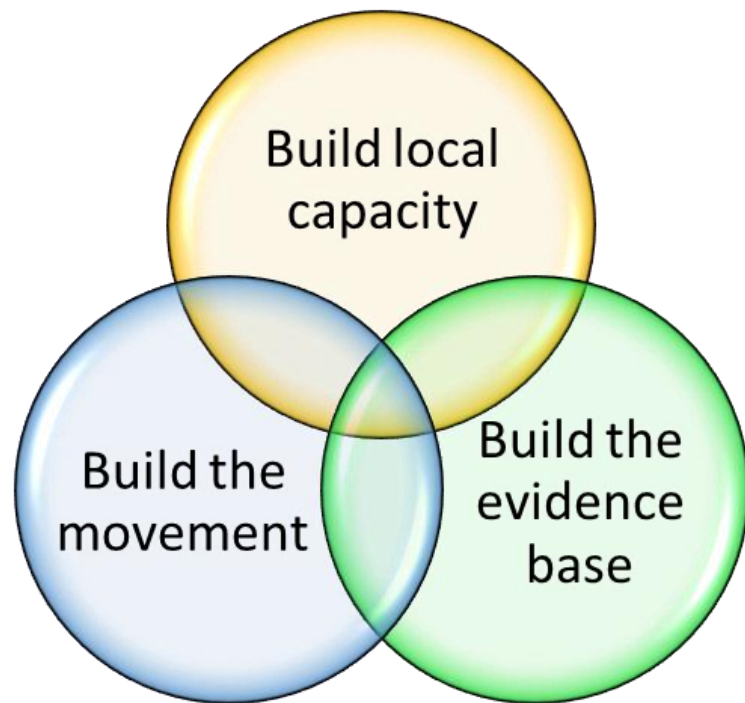
Data Across Sectors for Health (DASH)

DASH is led by the Illinois Public Health Institute, in partnership with the Michigan Public Health Institute, with support from the Robert Wood Johnson Foundation.

DASH integrates three strategies to support policy and systems change

DASH phase 3 Initiatives

- We tie our work to health, well-being and equity, to RWJF's Alignment Strategy, and to policy and systems change
- We fund communities to build collaborative data-sharing capacity
- We support and monitor their work to collect stories and lessons
- We create and disseminate materials based on these data and stories
- We connect community leaders within the All In learning network
- We hold subject-specific and national virtual and in-person meetings
- We network relentlessly to support local and national collaborative movements

DASH is a founder and co-leader of *All In: Data for Community Health*

ALL IN

150+ COMMUNITY COLLABORATIONS ARE *ALL IN!*

Current Partners:

BUILD Health Challenge	Data Across Sectors for Health	Network for Public Health Law	New Jersey Health Initiatives	Public Health National Center for Innovations	Population Health Innovation Lab	Pew Charitable Trusts Health Impact Project

Past Partners: Community Health Peer Learning Program, Connecting Communities and Care

Leading with Community Based Organizations: Data-driven Approaches to Support Alignment

August 14, 2020

Who we are

PAUL SORENSON
DIRECTOR
ST. LOUIS REGIONAL
DATA ALLIANCE

MARY MILLER
DATA AND POLICY
MANAGER
UNITED WAY OF
SOUTH HAMPTON
ROADS

LAURA GUSTIN
DIRECTOR, MONROE
COUNTY SYSTEMS
INTEGRATION
PROJECT
UNITED WAY OF
GREATER ROCHSTER

EDWIN GOUTIER
VICE PRESIDENT,
INNOVATION
UNITED WAY
WORLDWIDE

What is the St. Louis Community Information Exchange?

The St. Louis Community Information Exchange (CIE) is a network of regional partners focused on improving the health and well-being of residents and neighbors in the metro St. Louis region.

Using a shared technology platform, powered by Unite Us, partners will be able to share client information and virtually coordinate efforts to maximize resources in the delivery of holistic, person-centered care — moving families from crisis to long term stability.

CIE Development, 2018 to COVID-19

- Cross-sector steering committee and leadership team

- Driven by 2-1-1 and community-based partners, with health systems at the table, starting in summer 2018

- Slow process of building a partner network with community buy-in and discovery around optimal technology platforms

- Then: COVID-19 hit and progress rapidly accelerated to meet immediate community needs

CIE Core Components

CIE Technology

Resource Directory + Shared Client Record + Referrals + Data Transfer

Client Consent and Data Protection
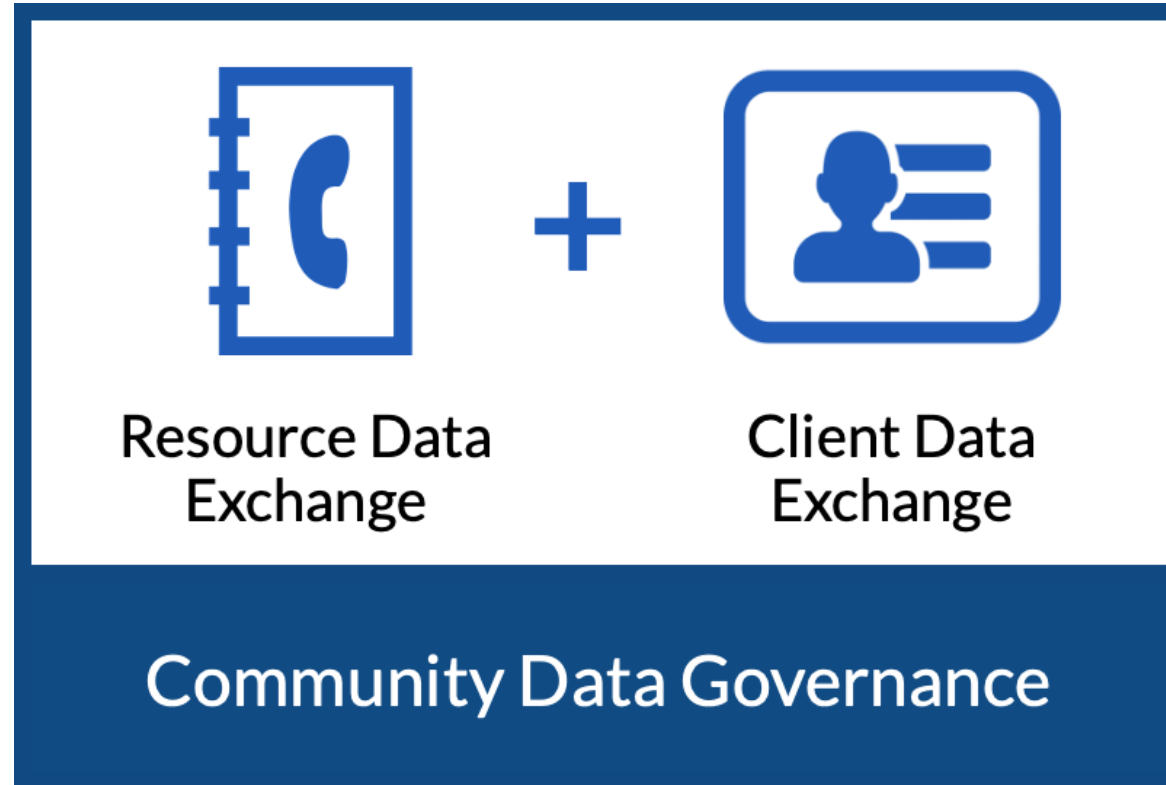
COVID-19 Rapid Response

- Funding secured for **CBO-centered Unite Us platform with United Way 2-1-1** as the lead, not a local healthcare institution

- Over the next six months: Leverage CIE partners and Unite Us platform to **help St. Louis area residents quickly access services related to the COVID-19 crisis**

- Facilitates closed-loop referrals that incorporate **St. Louis City and St. Louis County** emergency CARES Act funding and critical response services

- **United Way 2-1-1 serves as a powerful Coordination Center** that will help power referrals and monitor system effectiveness

COVID-Response Referral Process Map
Using CIE / Unite Us

Person

Coordination Center (Hybrid)

UNITED WAY 2-1-1

UNITE US

Common COVID-19 Screening

Effort-Specific Assessments

Referral Management

Outcome Tracking

STL City CARES Act Funded Agencies

STL County CARES Act Funded Agencies

Homebound Agencies (2.0)

Additional COVID Response Agencies

Criteria for Adding New Resources or Efforts

Person

United Way Greater St. Louis

ST. LOUIS Regional Data Alliance

Big Remaining Questions

- How can the St. Louis CIE transition from discovery process to sustainable and equitable community governance given such rapid progress?

- How can we best center community voice and decision-making while social distancing (beyond informed consent)?

- How can we onboard healthcare systems without losing CBO-centered focus?

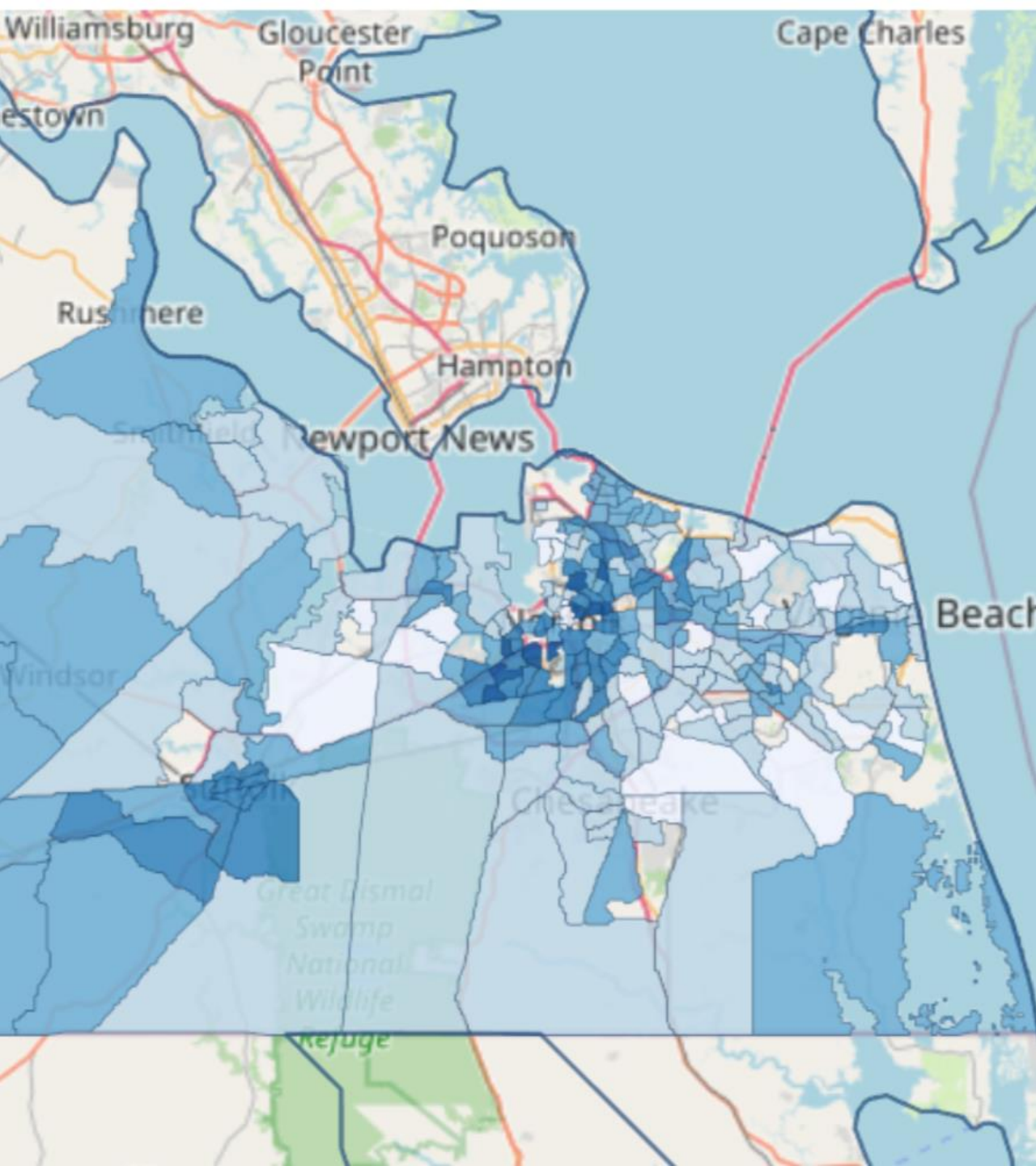- What are the limitations of data integration with Unite Us, WellSky, and various CBO and healthcare data systems?

Community Outcomes Integration

United Way of South Hampton Roads

Data Across Sectors for Health

GHRconnects Outcomes Integration

Higher Education
- EVMS
  - Brock Institute
    - Home Visitation
      - Minus 9 to 5
- Old Dominion University

Public Health Departments
- Portsmouth
- Norfolk
- Virginia Beach

Hospitals
- Bon Secours
  - Mary Immaculate
  - Maryview
  - DePaul Medical
- Sentara
  - Norfolk General
  - Sentara Leigh
  - Princess Anne
  - CarePlex
  - Williamsburg Community
  - Sentara Obici
- Western Tidewater Free Clinic

Community-Based Organizations
- YMCA Organizations
  - Armed Services YMCA
    - Operation Little Learners
    - Before/After School
    - Operation Hero
  - YMCA of South Hampton Roads
    - Preschool Program
    - Learn to Swim Program
    - Active Older Adults
    - Summer Camp
    - Afterschool Program
  - Luter Family YMCA
- Salvation Army Organizations
  - Hampton Roads Area Command
    - H.O.P.E. Village
    - Emergency Services
    - Men's HOPE
    - Heartstrings & Valves
  - Suffolk
    - Pathways of Hope
  - Portsmouth
    - Emergency Services
- The UP Center
  - Parents as Teachers
  - Team Up Mentoring
  - Housing & Financial Counseling
  - Camp Horizon
  - Counseling Services
- ForKids
  - Children's Education Program
  - Housing Crisis Hotline
  - Housing Solutions
- HER Shelter
  - Children's Program
  - Crisis
- Seton Youth Shelters
  - Mentoring Children of Prisoners
  - Street Outreach Program
  - Residential Shelter Program
- Jewish Family Services of Tidewater
- YWCA South Hampton Roads
  - Victim Services
  - Out of School Time Services
- Friends of the Portsmouth Juvenile Court
  - Court Appointed Special Advocates
  - Transportation Motivating Change
- Eggleston
  - Beacon House
  - Warrior Bridge
  - Camp Civitan
  - C3
- Urban League of Hampton Roads
- Senior Services of Southeastern Virginia
  - Senior Companion Program
  - Benefits Counseling
- Legal Aid Society Secure Housing Project
- Virginia Supportive Housing
- Achievable Dream Academy
- Horizons Summer Education
- Young Audiences Arts for Learning
- Girls on the Run of Hampton Roads
- Southside Boys & Girls Club
- Boys & Girls Clubs Southeast Virginia
- Girl Scouts of the Colonial Coast
- Boys Scouts Tidewater Council
  - Scouts BSA
  - Cub Scounting
- Judeo Christian Outreach Community Dining Hall
- IOW Christian Outreach Healthy Eating
- Foodbank of Southeastern Virginia
- Western Tidewater Free Clinic
- Samaritan House
  - Children's Center of Excellence
  - Emergency Housing and Rapid Re-Housing
- Catholic Charities
  - Ida Barbour Early Learning Center
  - Pregnancy and Parenting Support
  - Family Engagement Initiative
- Children's Harbor
  - Community Training :
  - Emergency Child Care Vouchers
  - Early Care and Education
- Children's Center
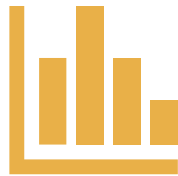 - Early Intervention
  - Early Care and Education
- CHIP

Data Structure & Tools

Population

GHRconnects

Community Health Needs Assessments & Improvement Plans (CHNAs/CHIPs)

Program

Results Based Accountability
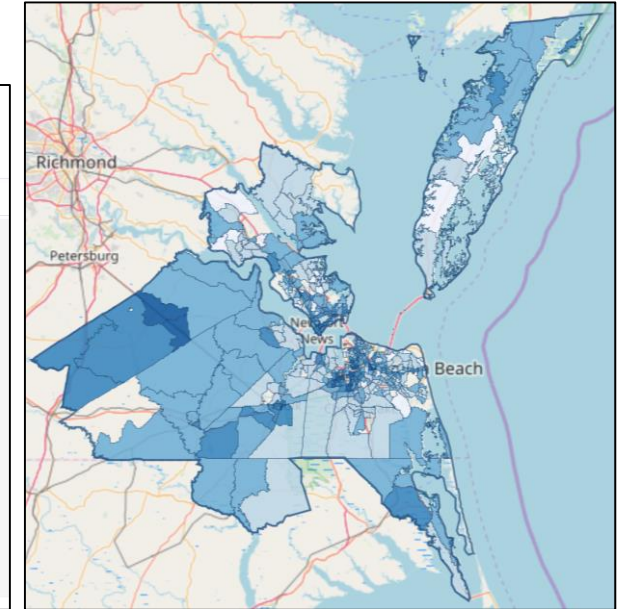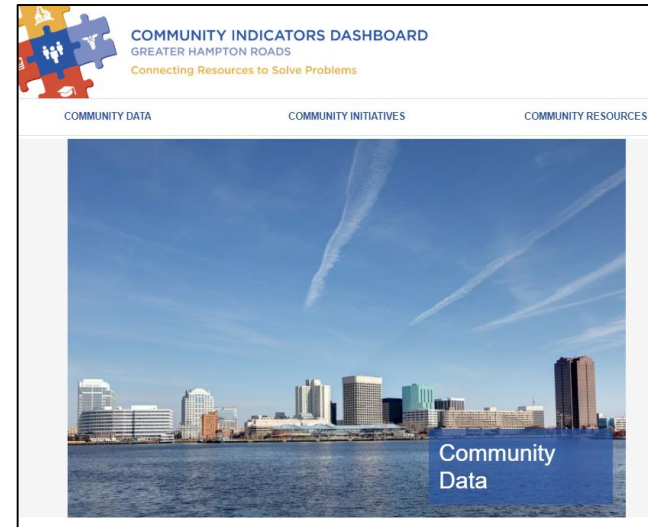
Data Reporting Guides

Participant

Unite US – Case Management

Early Childhood Developmental Screenings

GHRconnects

- 300+ population-level indicators

- 22 counties, 170 zip codes, 442 census tracts

- Topic-specific dashboards

- CHNA alignment from healthcare partners

- Community Initiative pages

- Resource repository

Data Reporting Guides

- Shared measurement across CBO grantees

- Evidence-based practices

- Alignment of CHNA priorities to RBA measures

- Building capacity and competencies of existing partners

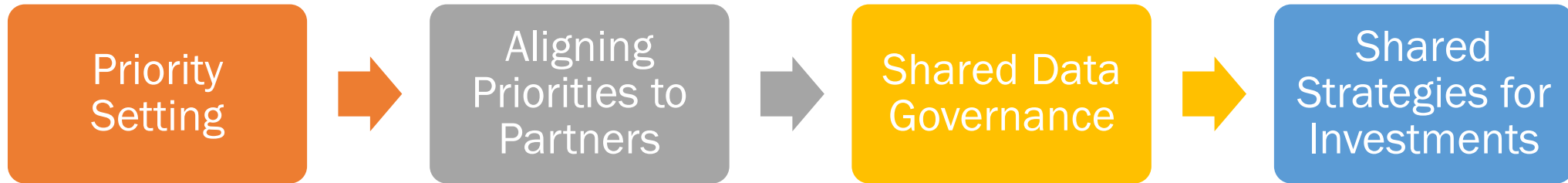- Identify service gaps and opportunities for improvement
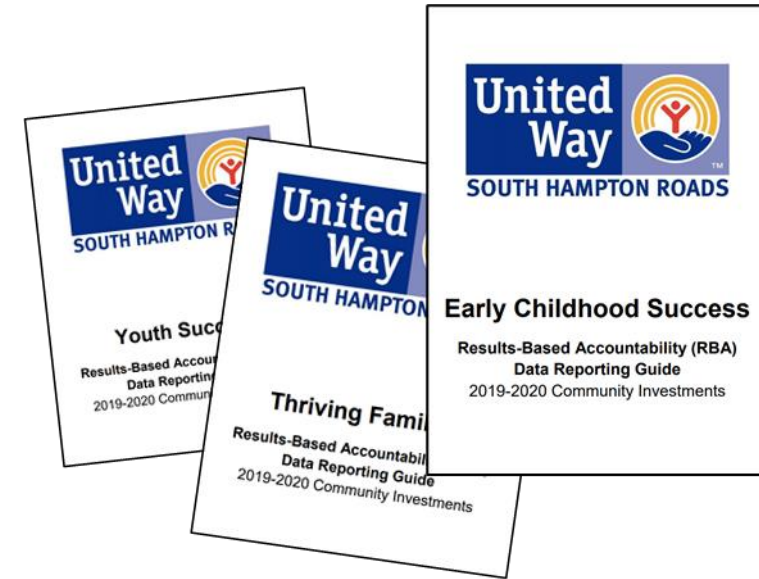
	Quantity	Quality
Input Effort	How much service did we deliver?	How well did we deliver it?
Output Effect	How much change / effect did we produce?	What quality of change / effect did we produce?

Care Coordination

- 2016 – Unite US with Mission United

- Currently: 100+ organizations, including CBOs and healthcare partners

- Multiple entry points

- Closed-loop referrals

- Shared assessment tools to incorporate community voice

Total $ in Utilities Connections by Year (Mission United)
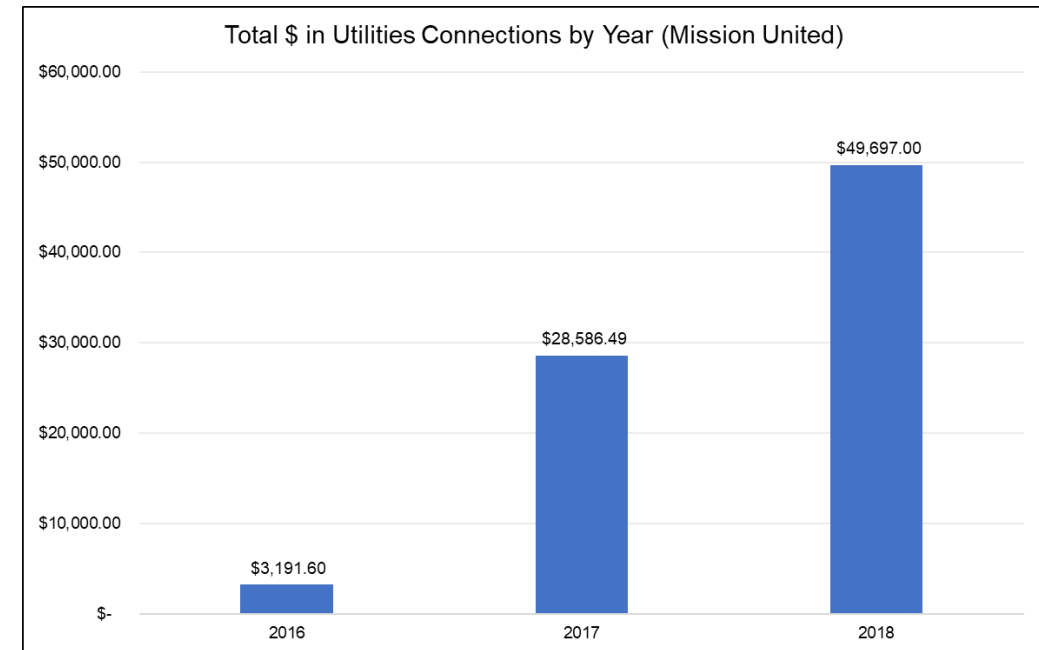
Engaging Cross-Sector Partners

Priority Setting → Aligning Priorities to Partners → Shared Data Governance → Shared Strategies for Investments

- Set priorities from population-level data
- Match expertise and existing program efforts to priority areas
- Establish data-sharing workflows and governance
- Strategic investments to fulfill community needs

COVID-19 Response

Leverage existing data structure and workflows:

- **Population-level:** Use GHRconnects for priority setting and partner alignment

- **Program-level:** Existing reporting guides for accountability and best practices

- **Participant-level:** Expand care coordination to encompass all residents effected by the pandemic

"Just found out that my husband will be out of work for a month. We are not prepared. We have no funds."

United Way
United Way of
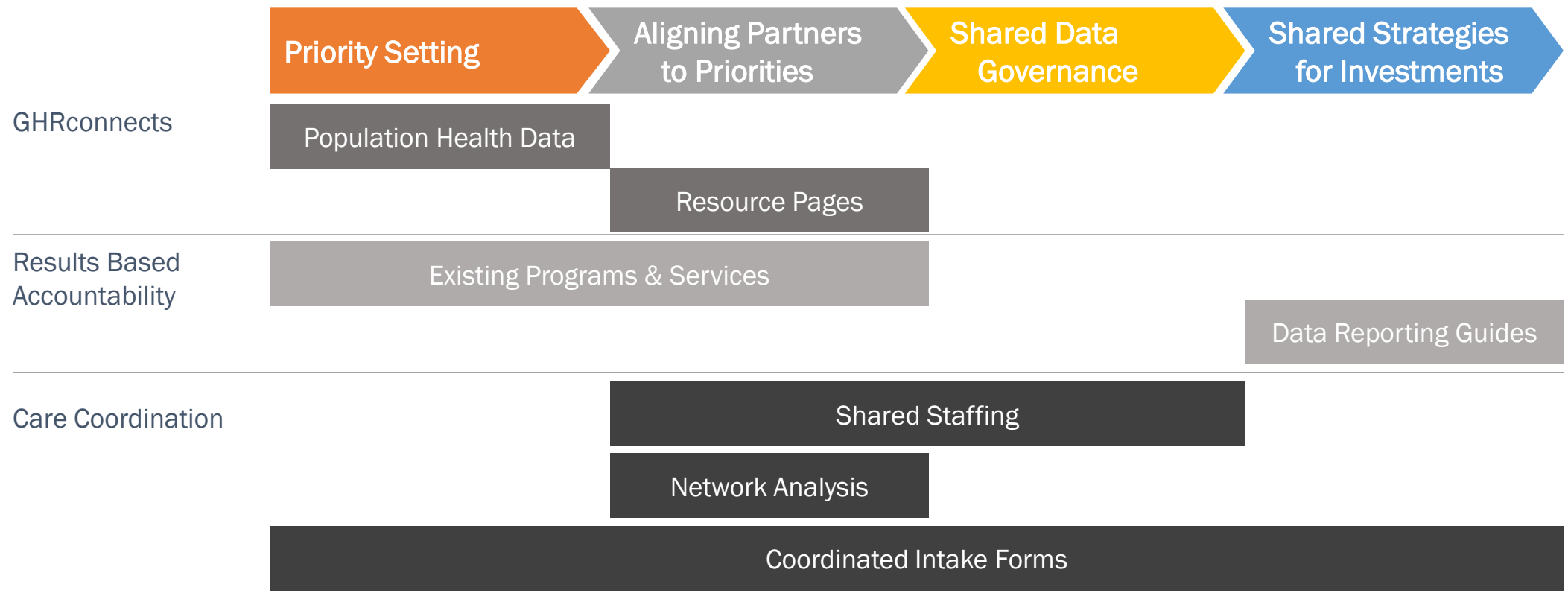South Hampton Roads
CORONAVIRUS RESPONSE

NEED ASSISTANCE AS A RESULT OF THE CORONAVIRUS CRISIS?

GET HELP NOW

United Way
United Way of
South Hampton Roads

COVID-19 Response Components

	Priority Setting	Aligning Partners to Priorities	Shared Data Governance	Shared Strategies for Investments
GHRconnects	Population Health Data			
		Resource Pages		
Results Based Accountability	Existing Programs & Services			
				Data Reporting Guides
Care Coordination		Shared Staffing		
		Network Analysis		
	Coordinated Intake Forms			

GHRc Resource Pages

- To provide resources for the public: serves as a triage tool for individuals in need of information or connections to services

- To provide resources for our care coordination staff: assists case managers to quickly find information for callers

Referral Network: Shared Staffing

- Expansion of coordinated care network beyond military-affiliated population.

- Local CBOs sign MOUs to assist with intake and call management.
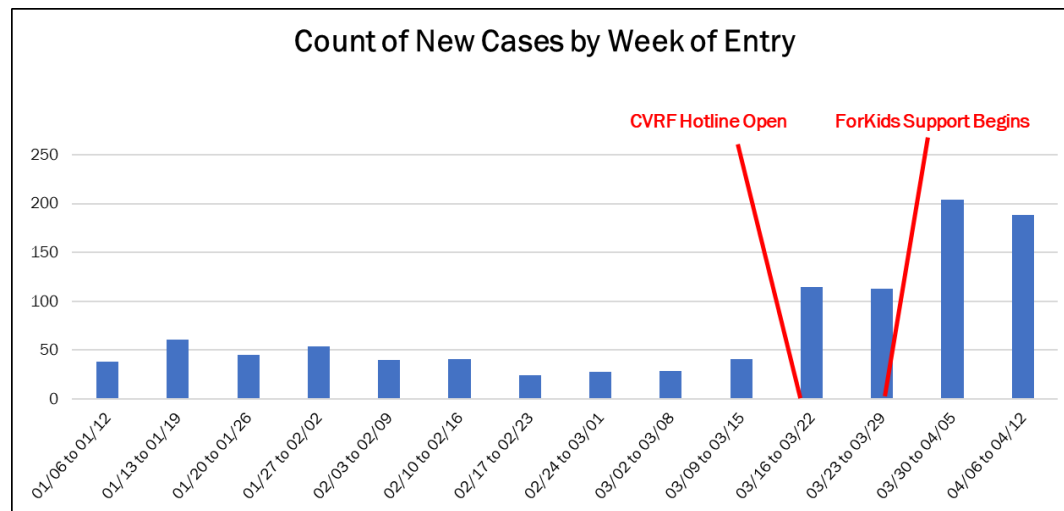
Coordinated Intake Assessment

Self-reported service requests and coordinated care entry by individuals allows case managers to more efficiently connect clients to appropriate partners.

% of Clients in Need of...

Category	%
Utilities	36%
Transportation	16%
Housing & Shelter	78%
Health	44%
Food Access	54%
Childcare	24%
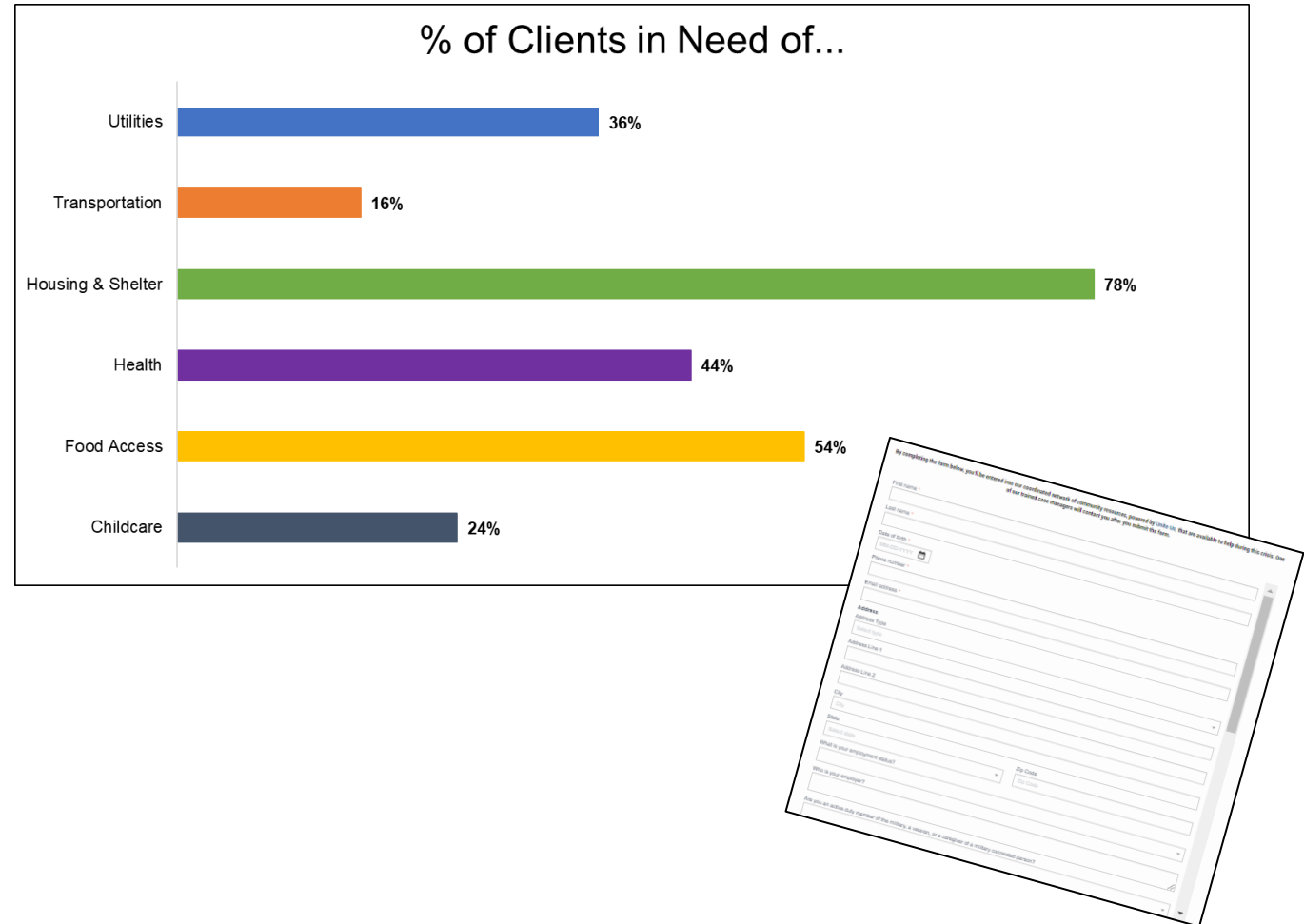
Data Sharing / Reporting

Common intake forms and coordinated referrals allow for improved reporting on COVID-related community needs and contribute to decision-making with regards to fund distribution and RFPs.

Meet **JAMES & RUTH**

When James and Ruth called, they were out of food and getting sick from hunger. Within two hours we got food and essential items to their home in Suffolk.

Lunch Break
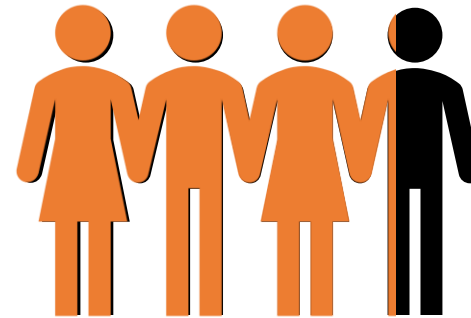
Over 78% of callers to the hotline request assistance for housing and shelter.
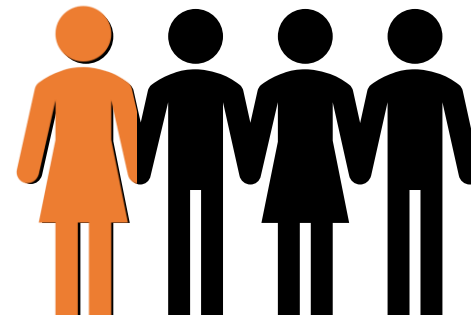
1 in 4 callers requests childcare assistance.

Strategic Investments

To date, United Way of South Hampton Roads has raised **$2,500,000** IN FUNDING and has been able to support **81** AGENCY PROGRAMS

LONG TERM RECOVERY (36%)
COMMITTED: $900,000

HOTLINE ASSISTANCE (16%)
COMMITTED: $400,000

IMMEDIATE SUPPORT TO FRONTLINE AGENCIES (48%)
COMMITTED: $1,200,000
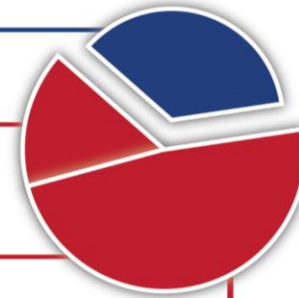
WORKFORCE DEVELOPMENT (2%)*
INVESTED: $25,000
AGENCIES: 1

FOOD ACCESS (14%)
INVESTED: $173,060
AGENCIES: 25

HOUSING & FAMILY STABILITY (28%)
INVESTED: $335,596
AGENCIES: 17

CHILDCARE & YOUTH SUCCESS (28%)*
INVESTED: $344,628
AGENCIES: 17

PHYSICAL & MENTAL HEALTH (28%)
INVESTED: $345,383
AGENCIES: 21

* Grants in progress

United Way
of South Hampton Roads

Lessons from our work...

- Community data as the foundation for decision-making

- Allow CBOs to serve as experts
  - CBOs as sources of community voice
  - Collaborative efforts via community initiatives

- Healthcare partners are excited about the work
  - Many engage with CBOs for CHNAs/CHIPs

- Strategic growth based on community need
  - COVID-19; CSR projects

SYSTEMS INTEGRATION

A community project at United Way

Monroe County Systems Integration Project

Collective Vision

*The greater Rochester community is working across a diverse network of committed providers to build an **interconnected, person-centered system** of health, human services, and education leveraged by a **unified information platform**, to improve the **health and economic well-being** of individuals and families, especially those who are **vulnerable and/ or impacted by poverty**.*

What will be different?

Current System	Future System	Impact	Strategies
Misaligned services and programs	360-degree view of individual and family assets and risk that can be accessed by all institutions and providers	**150,000 people** supported by the system through proactive interventions and access to technology	Data Sharing
Disconnected and reactive service delivery	Clear workflows created between agencies and across multiple sectors like health, education and human services	**300 providers** connected through service pathways and common digital tools	New and Integrated Workflows
Little input from those navigating multiple services	Organizations and community members trained to collect, leverage and amplify community input to redesign the system	**10,000 community members** inform and co-create the system redesign	Human Centered Design

Systems Integration Project Operations

✓ Vision, Culture and Operating Agreement

✓ 100 Participating Organizations

✓ Strategic Decision-Making Body with 40 organizations representing Health, Human Service, Education, Philanthropic, and Public Sectors

✓ 12 Workgroups of Subject Matter Experts

✓ 9 FTE Staff

✓ 5 Year Project Plan and Agile Operations

✓ $16.3 million

✓ 8 SIT-Approved Workstreams and Strategies

✓ ~350 actively participating individuals

SYSTEMS INTEGRATION
A community project at United Way

Work To-Date

Planning (2017)
- Collective Vision
- Theory of Change
- Stakeholder Map
- Design Goals
- Culture

Structure (2018)
- Work Plan
- Decision-Making Structure
- Project Membership
- Staffing
- Resource Development
- Project Management Framework
- Business Requirements

Strategy (2019)
Design
- Communications
  - Partner Engagement
  - Community Engagement
- Data Ecosystem
- Integrated Service Delivery
- Shared Language
- Impact and Evaluation
- Legal Framework
- Equity and Inclusion

Implementation (2020)
- Data Sharing
  - 360 Degree View (Dashboard)
  - Legal Framework
- Prototypes and Pilots
  - New and Integrated Workflows
    - Point of Entry
    - Intake
    - Informed Consent
    - Navigation
    - Referral Management
    - Service Pathways
  - Human Centered Design
  - Equity Review Board
- Long Term Governance

SYSTEMS INTEGRATION
A community project at United Way

Systems Integration Project Toolkit

SYSTEMS THINKING + DESIGN THINKING + MODULARIZATION

- Modular Design is the most potent and practical means of handling change and implementing complex designs, without getting lost in the process.

- Modular Design has created the ability to create a complex product from smaller subsystems that can be designed independently yet function together as a whole

J. Gharajedagh, Systems Thinking: Managing Chaos and Complexity: A Platform for Designing Business Architecture. (2011)

SYSTEMS INTEGRATION
A community project at United Way

Impact of COVID-19 on the Systems Integration Project

Assumptions

- The "system" must be immediately improved to successfully support individuals and families through COVID response and recovery
- Service providers are "change ready"
- The number providers and programs that make up the system will contract, even as the need increases
- Reimagining is essential
- Systems Integration Project strategies, plans and resources offer a ready and waiting asset to support this transformation

Impact

- Start/Pause/Stop/Continue
- Systems Integration must deploy precise, focused implementation strategies
- Human Centered Design must remain central to our work
- Tools, workflows and procedures created for COVID response and recovery must concurrently support the long-term vision of an integrated system
  - Modular Design
- Project implementation accelerated

SYSTEMS INTEGRATION
A community project at United Way

SIP Phase I Scope: Support Community-Wide Recovery

Reusable, Interconnected Sub-Subsystems

Navigation
- Supporting a person's progress through *The System* based on a person's defined priorities and the operating rules/standards that govern the health, human services and education sectors

Point of Entry
- Repeatable process and standards for initiation into the service delivery system

Intake
- Repeatable process for identifying a person's need for services and supports; process includes data collection to compare a person's current situation against standard eligibility criteria

Informed Consent
- Centralized, repeatable process for obtaining and communicating consent given or withdrawn to share a person's data across the system

Service Pathways
- Repeatable process for selecting and following a plan of service delivery to completion

Referral Management
- Repeatable method for connecting individuals and service providers to complete interactions/transactions in support of the service pathway goals

Service Domains

Food

Housing

Income
- Financial Management
- Employment

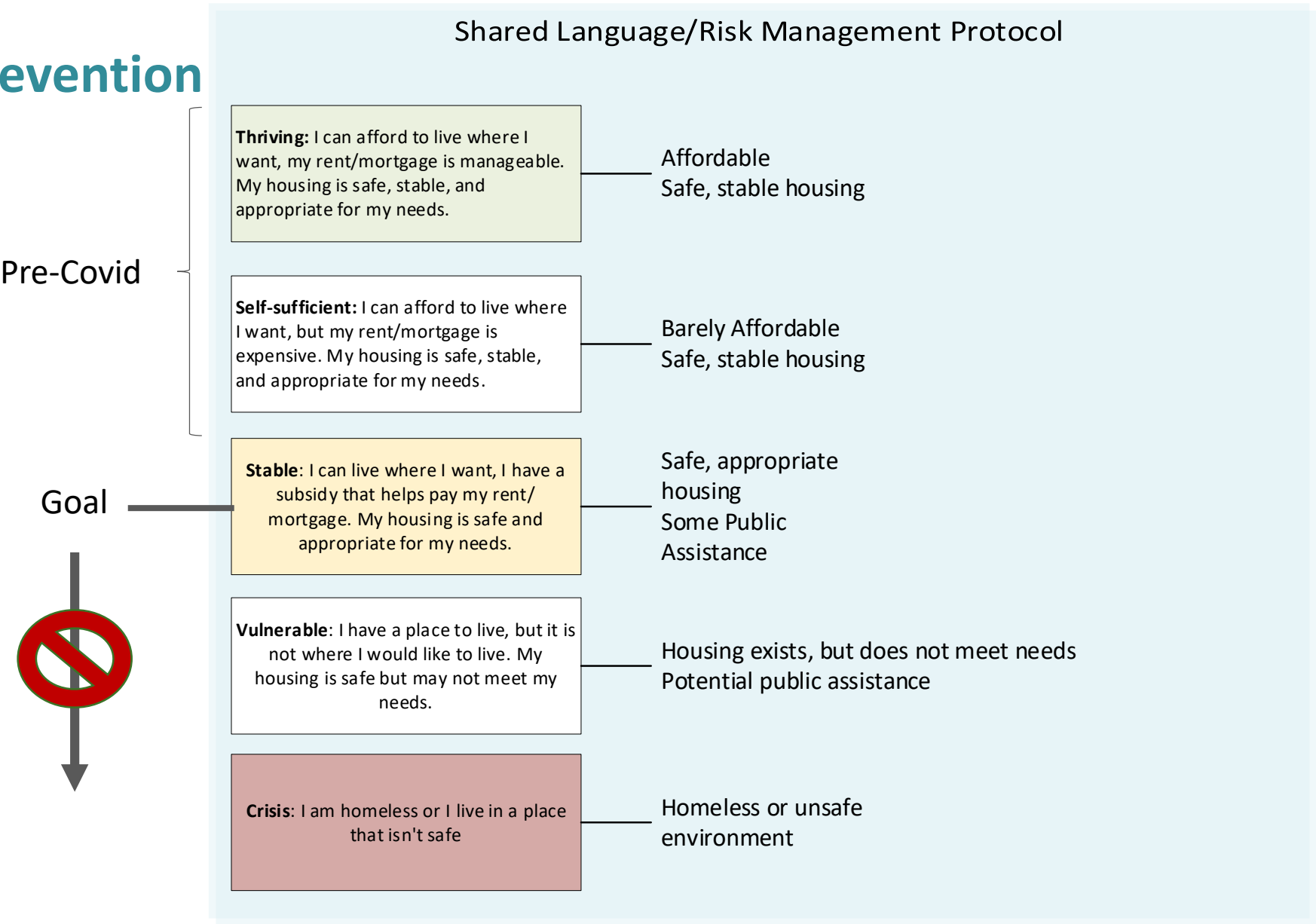**Behavioral Health**

Education (youth focus)

SYSTEMS INTEGRATION
A community project at United Way

Example: Eviction Prevention

Use Case: Estimate up to 20,000 households will receive eviction notifications when the moratorium is lifted in August.

How might we transform the system to prevent evictions across Monroe County, ensuring housing stability?

Shared Language/Risk Management Protocol

Pre-Covid

Thriving: I can afford to live where I want, my rent/mortgage is manageable. My housing is safe, stable, and appropriate for my needs.

Affordable
Safe, stable housing

Self-sufficient: I can afford to live where I want, but my rent/mortgage is expensive. My housing is safe, stable, and appropriate for my needs.

Barely Affordable
Safe, stable housing

Goal

Stable: I can live where I want, I have a subsidy that helps pay my rent/ mortgage. My housing is safe and appropriate for my needs.

Safe, appropriate housing
Some Public Assistance

Vulnerable: I have a place to live, but it is not where I would like to live. My housing is safe but may not meet my needs.

Housing exists, but does not meet needs
Potential public assistance

Crisis: I am homeless or I live in a place that isn't safe

Homeless or unsafe environment

A New, Integrated Process
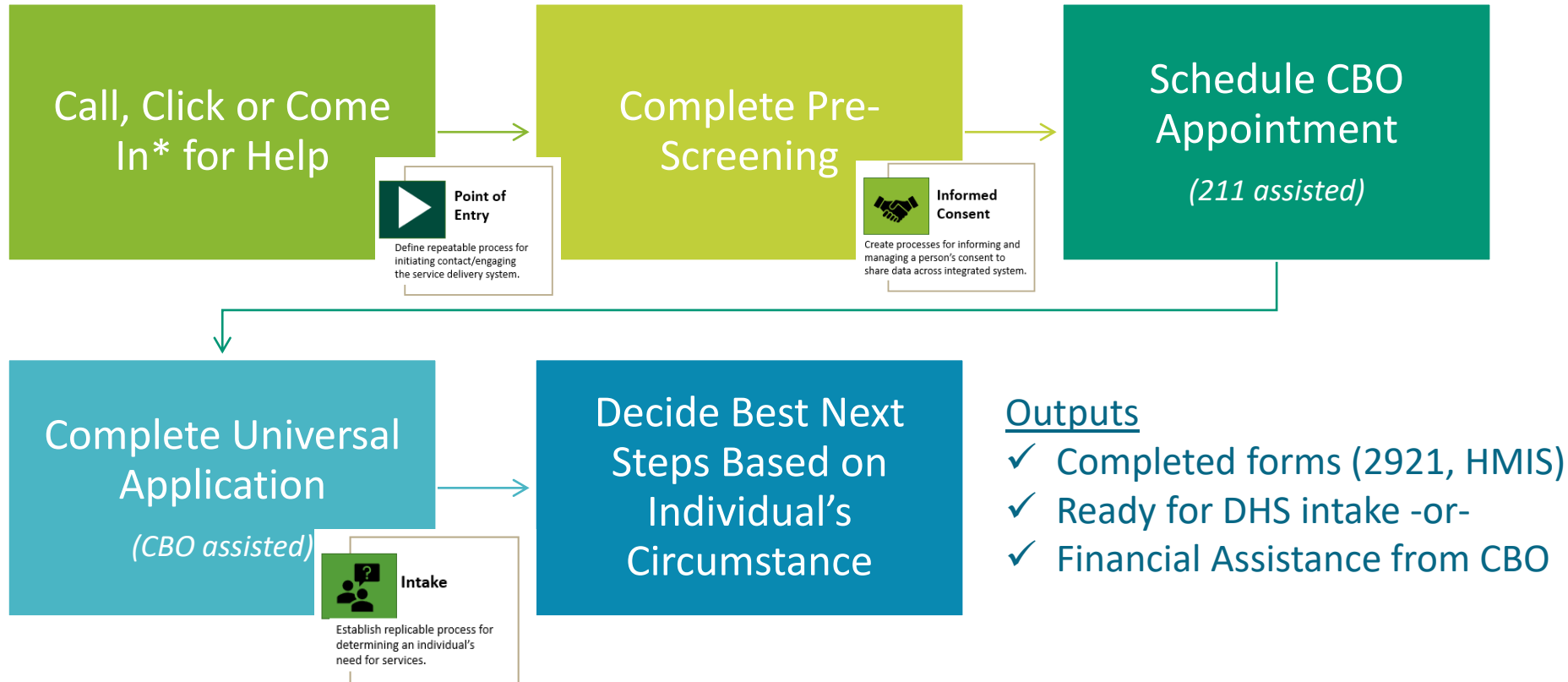
Service Pathways
Define interventions and supports to move a person to a previous or improved state of well-being.

Call, Click or Come In* for Help

Point of Entry
Define repeatable process for initiating contact/engaging the service delivery system.

Complete Pre-Screening

Informed Consent
Create processes for informing and managing a person's consent to share data across integrated system.

Schedule CBO Appointment
(211 assisted)

Complete Universal Application
(CBO assisted)

Intake
Establish replicable process for determining an individual's need for services.

Decide Best Next Steps Based on Individual's Circumstance

Outputs
- ✓ Completed forms (2921, HMIS)
- ✓ Ready for DHS intake -or-
- ✓ Financial Assistance from CBO

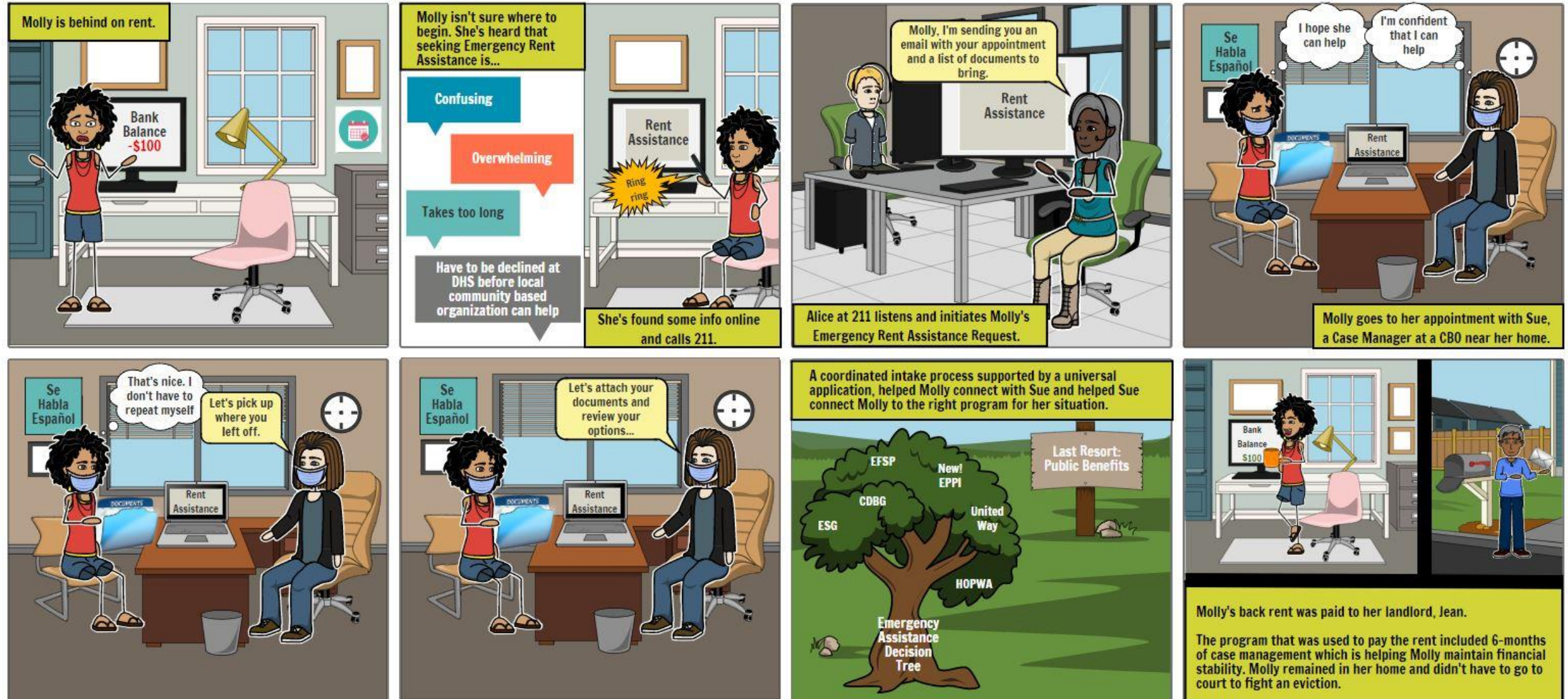# SIP Data Architecture

High–Level Conceptual Data Architecture

Data Governance and Shared Language

Existing External Systems of Record

Organization Data

Consolidated Community Data

General Workspace

Staging Area

SIP Data Ecosystem

Consent Management

Unique Person ID | Provider Directory

Operational Data Store
(Demographics, Well-Being Assessments, Referrals, Life Events)

Outcomes Data Mart

No PII

Data to support outcome indicators and success measures.

Contains PII

Data to support 360 and Longitudinal view of a person. Expected to expand over time

Authorized Users

Dotted line indicates future

Human Centered Design: Storyboard Interviews

Key Learnings to Date

- Designing and implementing an integrated solution takes time
  - (3-6 Month Redesign Process for complex workflows)
- Each stakeholder interview (Human Centered Design) makes our process better
- Stay Agile: Sometimes you need to implement a short-term contingency plan
- Phased roll-out
- Widely celebrated innovation –shared across the state

SYSTEMS INTEGRATION
A community project at United Way

Q&A

Stay Connected with DASH & All In

- Where to find us, virtually (links at <u>DASHconnect.org</u>)
    - All In Webinar: Community Engagement and Governance, featuring DASH-funded communities, 1:30 ET on August 20
    - All In Webinar Series: Racial Equity Throughout Data Integration alongside Actionable Intelligence for Social Policy and Network for Public Health Law (Sep 3, Sep 22, Oct 14, all at 3 ET)
    - Conferences: Root Cause Coalition National Summit - October 5 - 7
- Subscribe to the All In Newsletter (<u>AllInData.org</u>)
- Join the All In national learning community (<u>community.allindata.org</u>)

Where to find us during the CIE Summit (all times in PST)

- Wednesday, August 12
  - Special Session: Building Blocks to an Inclusive Community Information Exchange 8am
  - Don't Start from Scratch, Learn from the All In Network, 1:15pm
  - Disruption Sessions (Community Networks and Connectivity; Strengthening Community-Based Social Services through Data Sharing), 2:30pm
- Thursday, August 13
  - Communities Partnering with States on Social Determinants of Health, 10:45am
  - Multi-Sector Care Platforms and Models, 2pm
  - All In Virtual Happy Hour Event, 4:30pm
- Friday, August 14
  - Leading with Community Based Organizations: Data-driven Approaches to Support Alignment, 10am
  - Closing Plenary: CIE Movement: What is Next? 11:15am
- All three days – DASH Digital Exhibit Booth and Learning Lab & Lounge