

Lifting the Veil: How Networks Form, Operate, Struggle, and Succeed

Qualitative Study of CBO Networks

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Webinar Instructions

Audio Options

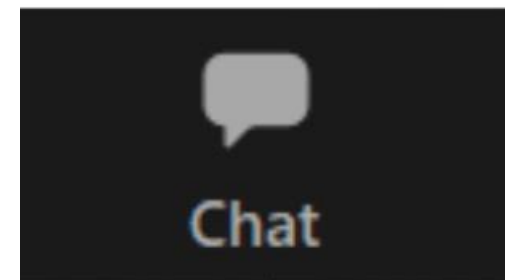
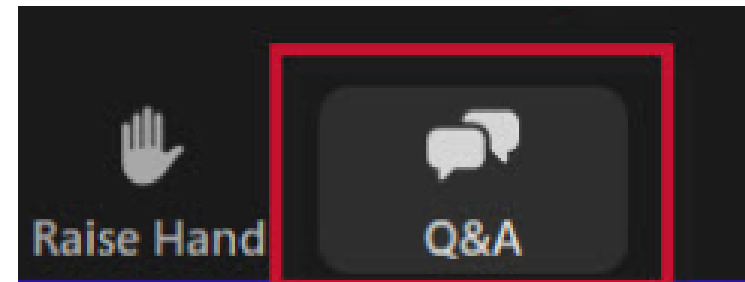
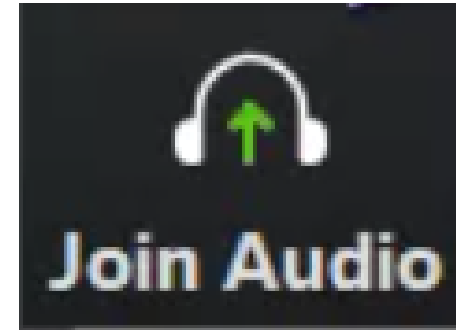
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Questions and Answers (Q&A)

- You can submit questions for the panelists at any time during this presentation. On the Zoom module on the bottom of your screen, click the Q&A icon, type your question in the box and submit.

Chat Feature

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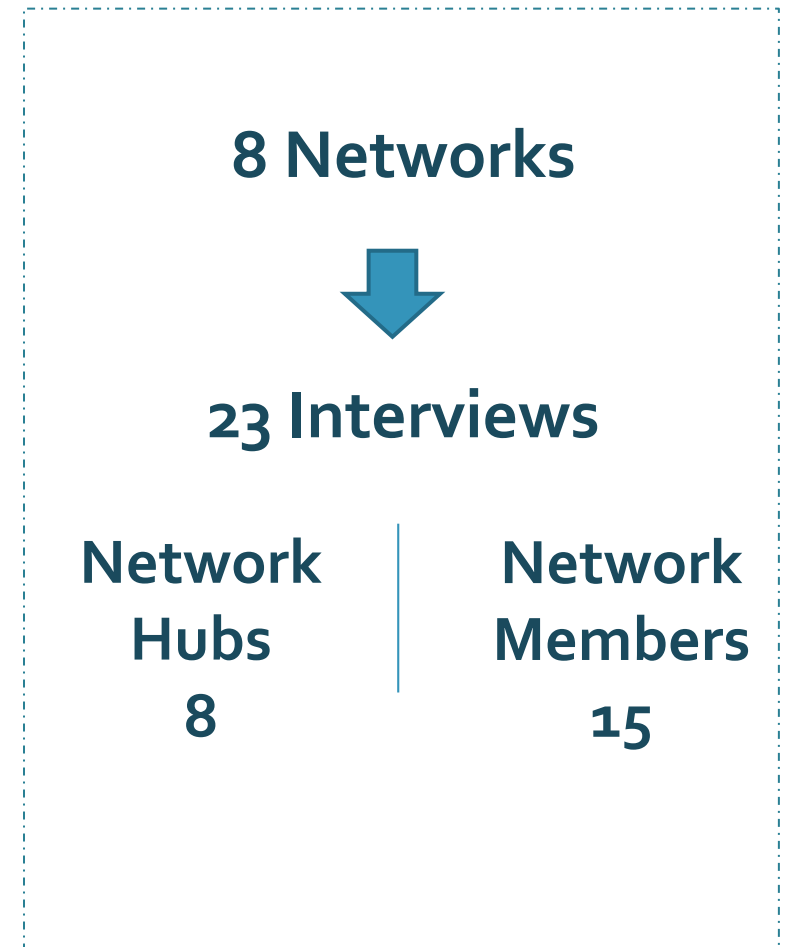


Accessibility

- **Screen Reader Users: Reduce unwanted chatter**
 - Request speech on demand: Insert, Spacebar, “S”
- **To get our attention if you need tech assistance:**
 - Raise or Lower Hand: Alt + Y

Background

- Qualitative Study: Methods and Process
 - 8 Networks
 - Short pre-survey
 - Semi-structured interviews
 - August – October 2022
- Need for the Study
 - Importance of network-based collaboration and contracting
 - Lack of published data about network operations



Background

- Network Terminology
 - Complexity of network terminology
 - Evolution of language used to describe and define networks

Network of Community-Based Organizations (CBOs):

A coordinated group of CBOs that pursue a regional or statewide contract with a health care entity.

Community Care Hubs (CCH):

Community-focused entities supporting a network of CBOs providing services and addressing health-related social needs – which centralize administrative functions and operational infrastructure.

**CCH replaces the former term Network Lead Entity (NLE)

Network Members:

Community-based entities that are in a partnership, collaboration and/or have a contractual relationship with the community care hub.

How and Why are Networks Formed?

- Funding Opportunities
- Perceived Threats and Opportunities
 - Changing Legislation
 - Demands of Health Care

What do Networks Look Like?

- Variability across networks
- Our interviewees...
 - In operation between 3 months and 13 years
 - Operate state-wide or within a region
 - Serve all populations
 - Provide a variety of services
- Every network is comprised of a **Community Care Hub (CCH)**, and **network members**.

Community Care Hubs

- Role of CCH
- Types of Community Care Hubs
 - Central Authority
 - Lead Agency
 - Federated Model

"The hub has trusted relationships with, and understands the capacities of, local CBOs and health care organizations; they also foster cross-sector collaborations...that engage CBOs and the individuals they serve." - (ACL)

Network Members

- CBOs that are in partnership, collaboration or a contractual relationship with the CCH.
- Membership is shaped by service requirements or existing partnerships
- Who are network members?

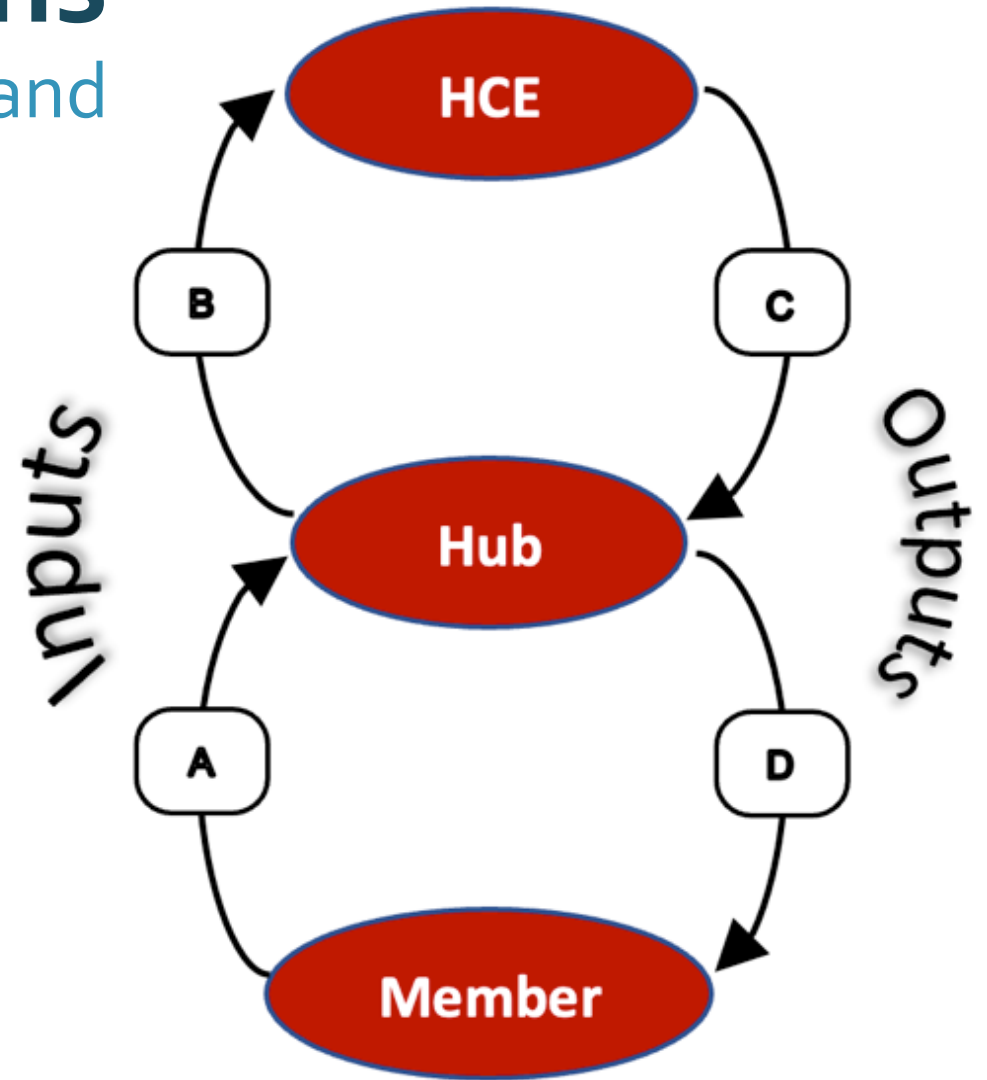
What do Networks Look Like?

- Initial Engagement and Formalizing Partnerships
- Member Involvement in Contracts
 - Sustaining Partnerships with Members
 - Communication
 - Joint Activities
 - Network Governance
- What Resources are Needed to Start a Network?
 - Financial Resources
 - Human Resources/Leadership

Network Data Ecosystems

Hardware, Software, People, Processes, and Policies

- Data Infrastructure
- Data Pathways



Network Data Ecosystems

- What did we hear?
 - Data Requirements of Members
 - Access to Data and Data Sharing
 - Current Data Infrastructure
- Building Better Data Ecosystems
 - Building the Right System
 - Dedicated Staff (at both the CCH and member level)
 - Improving Access to Make Better Use of Data

Service and Program Quality

- Standards and requirements outlined in contracts define service and program quality
- Membership agreements
- Ways in which quality is managed
- Importance of consistency

Consistency is very important. One thing I really appreciate is they [Hub] have set the standard for what are the data that the whole network needs to collect, what are the post and pre surveys that we need to do? I think that will help the whole network to actually be more consistent, ... and the data being collected will be the same throughout the whole network. At least ... when we want to have any charts or any data, we'll be able to get it from either from [the Hub] or we can collect it from our own as well.

Financial Operations and Management

- Referral volume and predictability are challenges
- Billing processes vary by data ecosystem
- Rate setting often involves discussion among hub and members
- HCEs perceived as “holding all the cards”

When [the CCH] brings in more members, I think ... that's cutting into my piece of the pie? I need to support full-time staff ... Are we continuing to add members when we don't have the referrals yet to even support the members that we have?

Potential Value of Having a Network

- Reach and Strength
 - Statewideness
 - Advocacy
- Collaboration, Cooperation, and Learning from Each Other
 - New processes for client flow, billing, monitoring
 - Shared experiences with new payment models
- Centralization and Standardization
 - Having a network hub allows us to focus on what we do best"
- Vision and Innovation

Cost-Benefit Analysis

- Demonstrating value at all levels, across all partners
- Need for value propositions from hub to HCE and to members
- Cost-benefit analyses necessary for members and hubs
 - Monetized components such as costs of service delivery and payment rates
 - Investments such as ramp-up time and infrastructure investments
 - Opportunity costs, opportunities lost

Tips for a Successful Network

1. Build networks upon existing structures, strengths and, most importantly, existing partnerships. Most contracting relationships were built with organizations with which the CCH already had a strong working relationship. Trust, mutual respect, and interdependence are important building blocks.
2. Identify champion organizations and people to move the model forward. Participants in this study talked about drive, attention to unmet needs, imagination in pursuing solutions, attentiveness to opportunities, and willingness to take risks as elements of the vision necessary for network success.
3. Have as many elements of network operations in place as possible before entering into a contract, such as data expectations and uses; performance expectations and MOUs and NDAs for CCH and members, and well-documented processes for referrals, billing, and monitoring.
4. Nurture healthy relationships among CCHs and members through ongoing communications, transparency, and a clear sense of shared goals. Develop explicit guidelines for communication timelines and strategies that all members of the network agree to.

Tips for a Successful Network

5. Create convincing value propositions from CCHs to network CBOs and to health care entity partners about the benefits of, and returns on investment from, network involvement.
6. Build cost-benefit analyses into standard practice for the CCH and CBO members. Establish standards for timelines, benchmarks, performance expectations, monitoring, and measures of success for the CCH and for individual member organizations.
7. Invest in the effectiveness and sustainability of the CCH to ensure that the expected and necessary centralized (or subcontracted) administrative functions and skills can be maintained.
8. Invest in a data ecosystem that is beneficial to CCH and members, and create channels where data is easily accessible for all organizational participants in the network

Next Steps

- Provide more flight plans and schematics for those who report that they are “building a plane while it’s in the air”
- Scripps and BI collaborate on dissemination strategies (audiences, outlets, and products)
- Wish list
 - Identify and learn more about best practices
 - Learn more about data ecosystem pain points and solutions
 - Refine tips for success

Questions
