

Secrets and Successes to Supporting Social Needs through Impactful Partnerships

William York, Executive Vice President, 2-1-1 San Diego

CAPH/SNI Annual Conference 2019

December 6, 2019

9:10 AM – 10:00 AM



San Diego History and Landscape



An aerial view of a city skyline, featuring a prominent skyscraper in the center. The sky is blue with scattered white clouds. The text '211 History' is overlaid in the top left corner, with '211' in orange and 'History' in white. The text 'Information and Referral (I&R) is the art, science and practice of bringing people and services together.' is overlaid in the middle, and 'When individuals and families don't know where to turn, I&R is there for them.' is overlaid at the bottom.

211 History

Information and Referral (I&R) is the art, science and practice of bringing people and services together.

When individuals and families don't know where to turn, I&R is there for them.

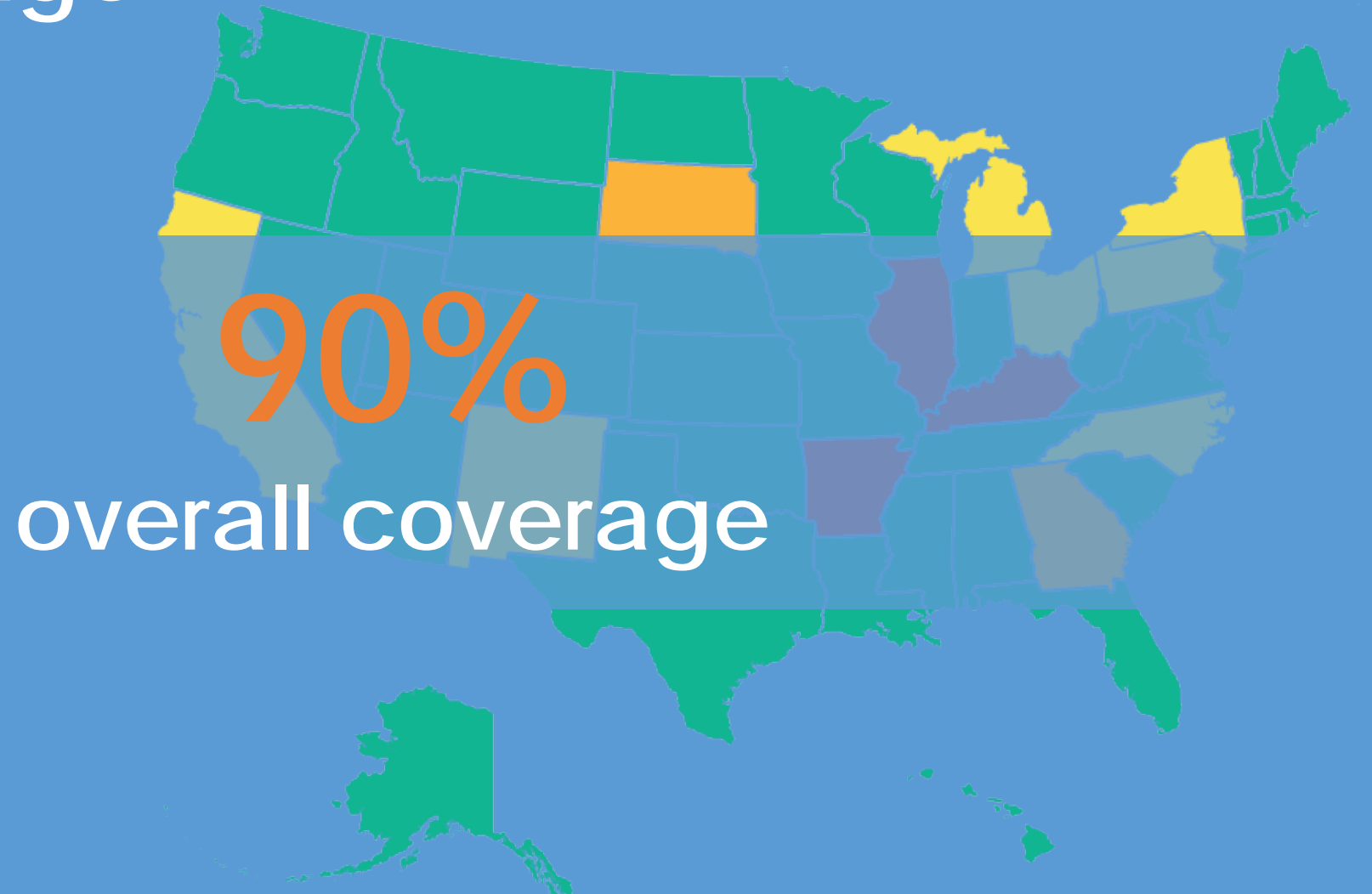
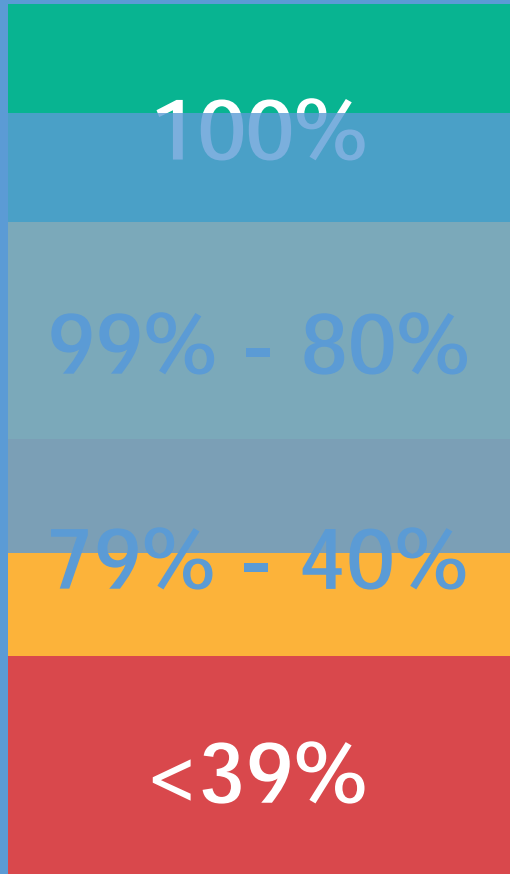
- Transforming
- Access



"We find that the Information & Referral Petitioners have demonstrated sufficient public benefits to justify use of a scarce public resource and we therefore assign 2-1-1 to be used for **access to community information** and referral services."

~ Federal Communications Commission's final order to assign 2-1-1 on July 21, 2000

211 Coverage



SAN DIEGO

- Same size as Connecticut
- 5th largest U.S. County
- 18 municipalities
- 18 tribal nations
- 42 school districts
- Region is very diverse
 - Over 100 languages
 - Large military presence
 - Largest refugee resettlement site in CA
 - Busiest international border crossing in the world





2-1-1's mission Our mission is to serve as a nexus to bring the community organizations together to help people efficiently get appropriate services, and provide vital data and trend information for proactive community planning.

2-1-1's values

- **Deliver WOW through Service**
- Embrace and Drive Change – Evolve
- Create Fun and A Little Weirdness
- Be Adventurous, Creative, and Open-Minded
- Pursue Growth and Learning
- Build Open and Honest Relationships with Communication
- Build a Positive Team and Family Spirit
- Do More With Less
- Be Passionate and Determined
- Be Humble



211Today

- Easy to remember
- 3-digit dialing code
- 24/7 service
- Confidential and stigma-free
- Free from all wireless services
- Pre-screenings for services
- AIRS Accredited Agency
- AIRS Certified Specialists
- Full Quality Assurance
- Tailored programs take the client beyond just a referral





500,000
connections/year

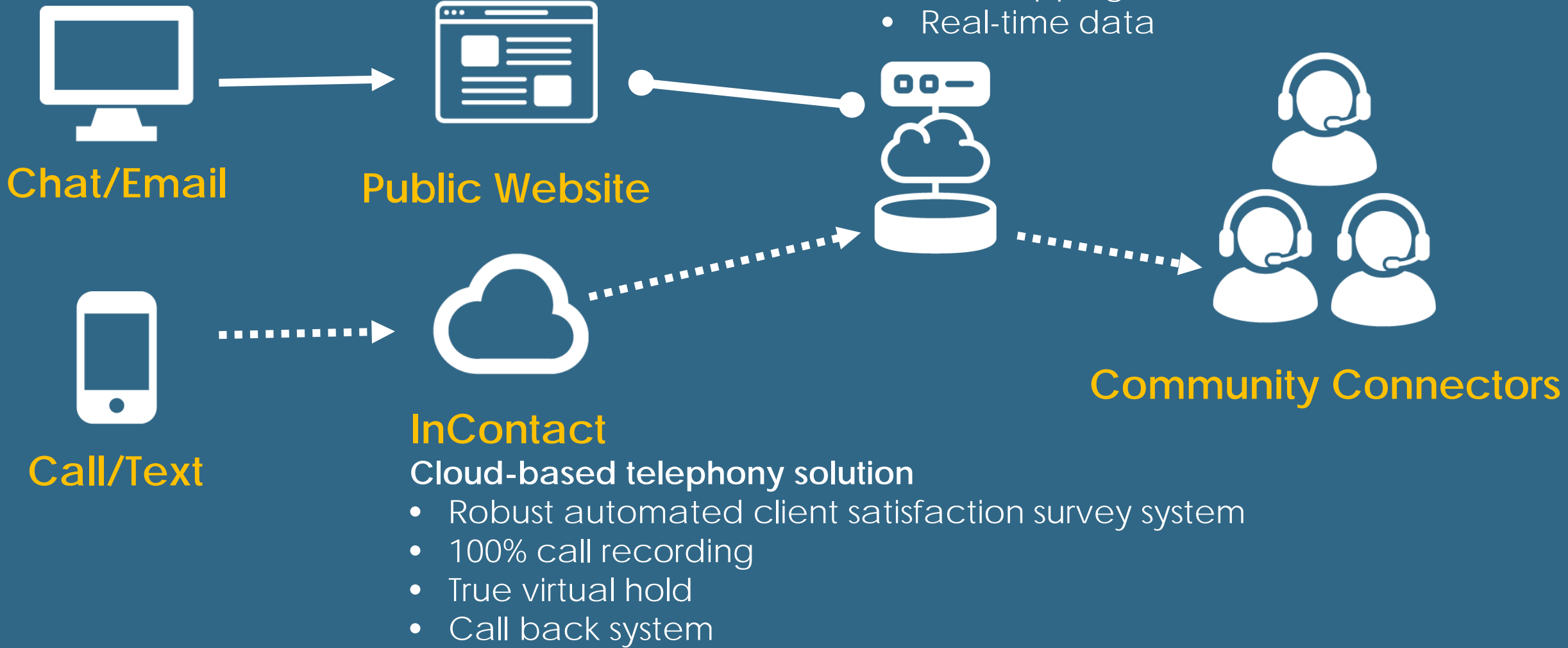
1,200+
service providers

200+
languages offered

92%
customer satisfaction

150+
highly trained staff

211 Technology





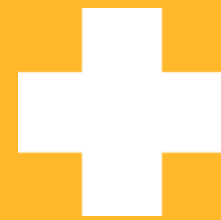
Food

Benefits and
Enrollment &
Navigation



Veterans

Courage to Call
Navigation



Health

Navigation



Housing

Navigation



2-1-1 San Diego / Imperial

- Free, 24/7 service, 3-digit dialing code
- Access to community, health, social and disaster services
- Tailored programs take the client beyond just a referral—movement towards Navigation

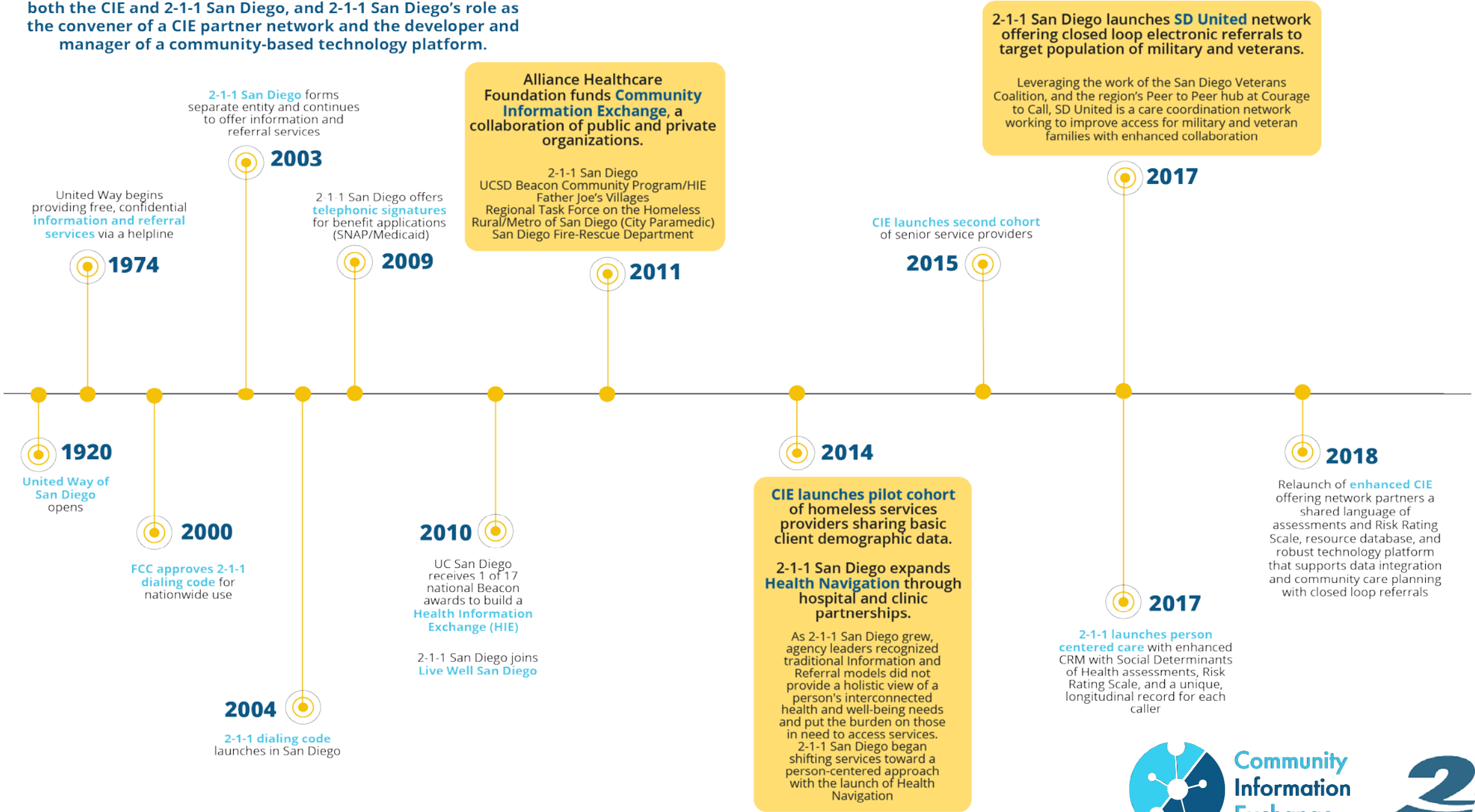
Community Information Exchange

- Systems change that fosters true collaboration across networks
- Moving towards person-centered interventions and interactions across healthcare and human services
- Goal is to improve health and wellness for individuals and populations



History of 2-1-1 San Diego and the CIE

The following timeline depicts the founding and evolution of both the CIE and 2-1-1 San Diego, and 2-1-1 San Diego's role as the convener of a CIE partner network and the developer and manager of a community-based technology platform.





LIVE WELL SAN DIEGO

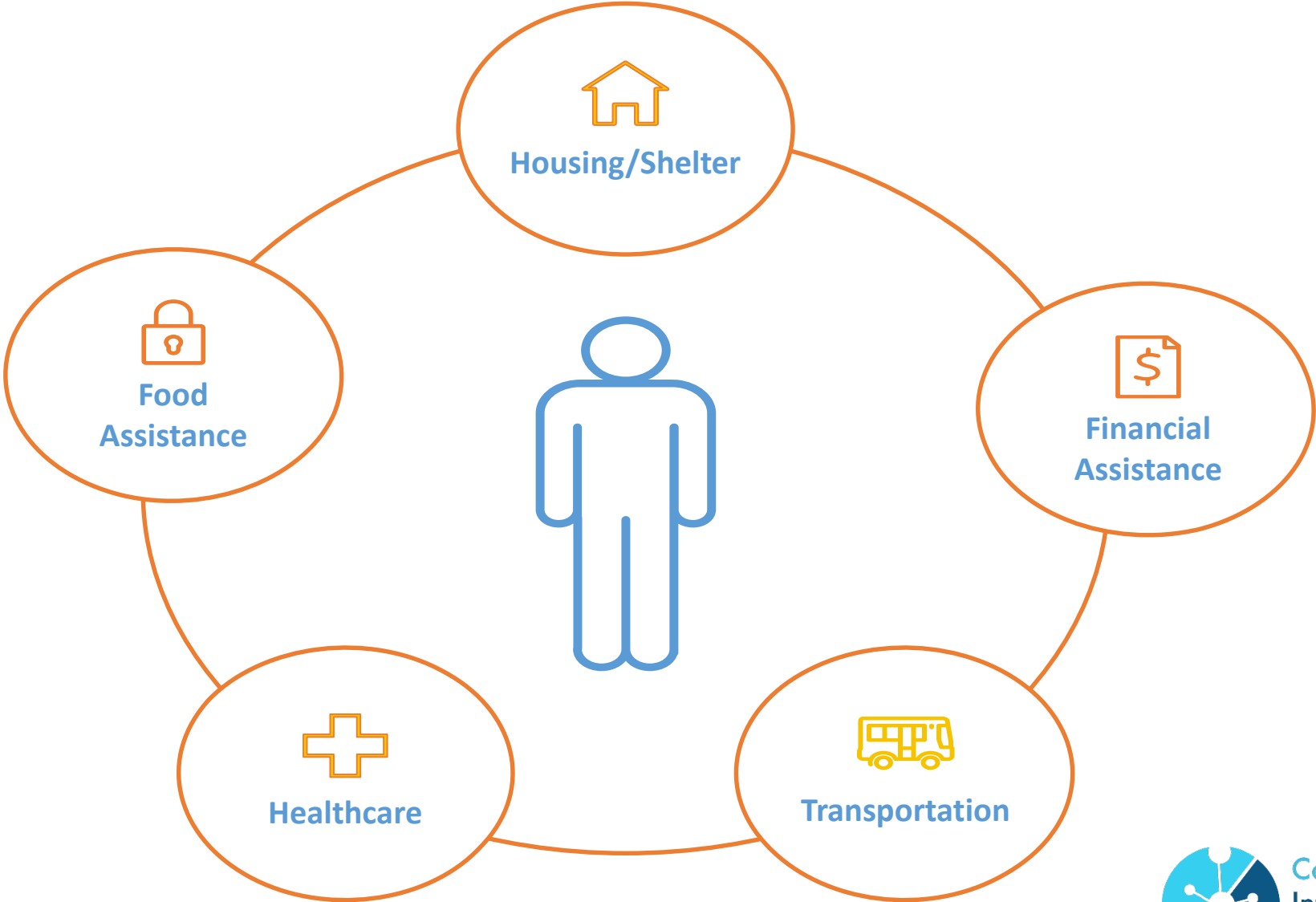
Building
Better
Health

Living
Safely

Thriving



It all begins with one person, one family



ConnectWellSD

Connect · Collaborate · Empower

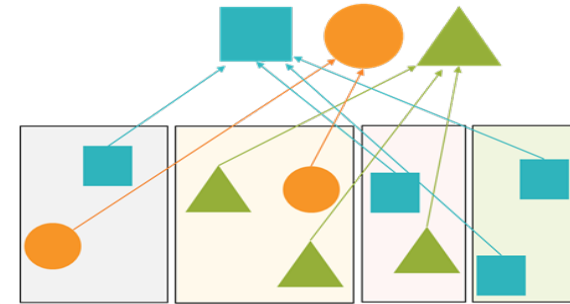
The County of San Diego's ConnectWellSD will enrich the lives of individuals and families through collaboration.

ConnectWellSD is implementing a person-centered service approach and a new technology system to link enterprise-wide customer data and service information.

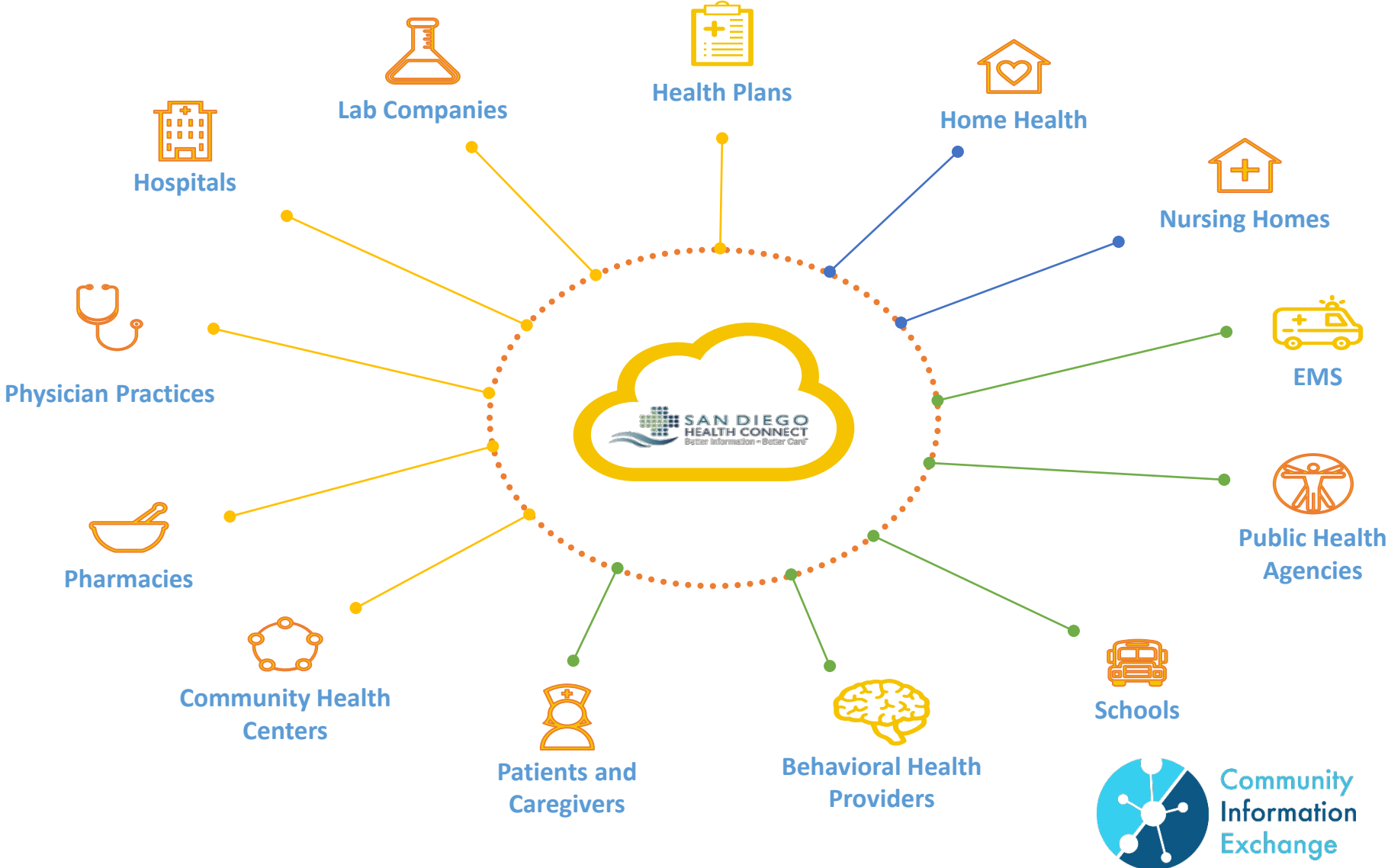
Person-Centered Service Perspective



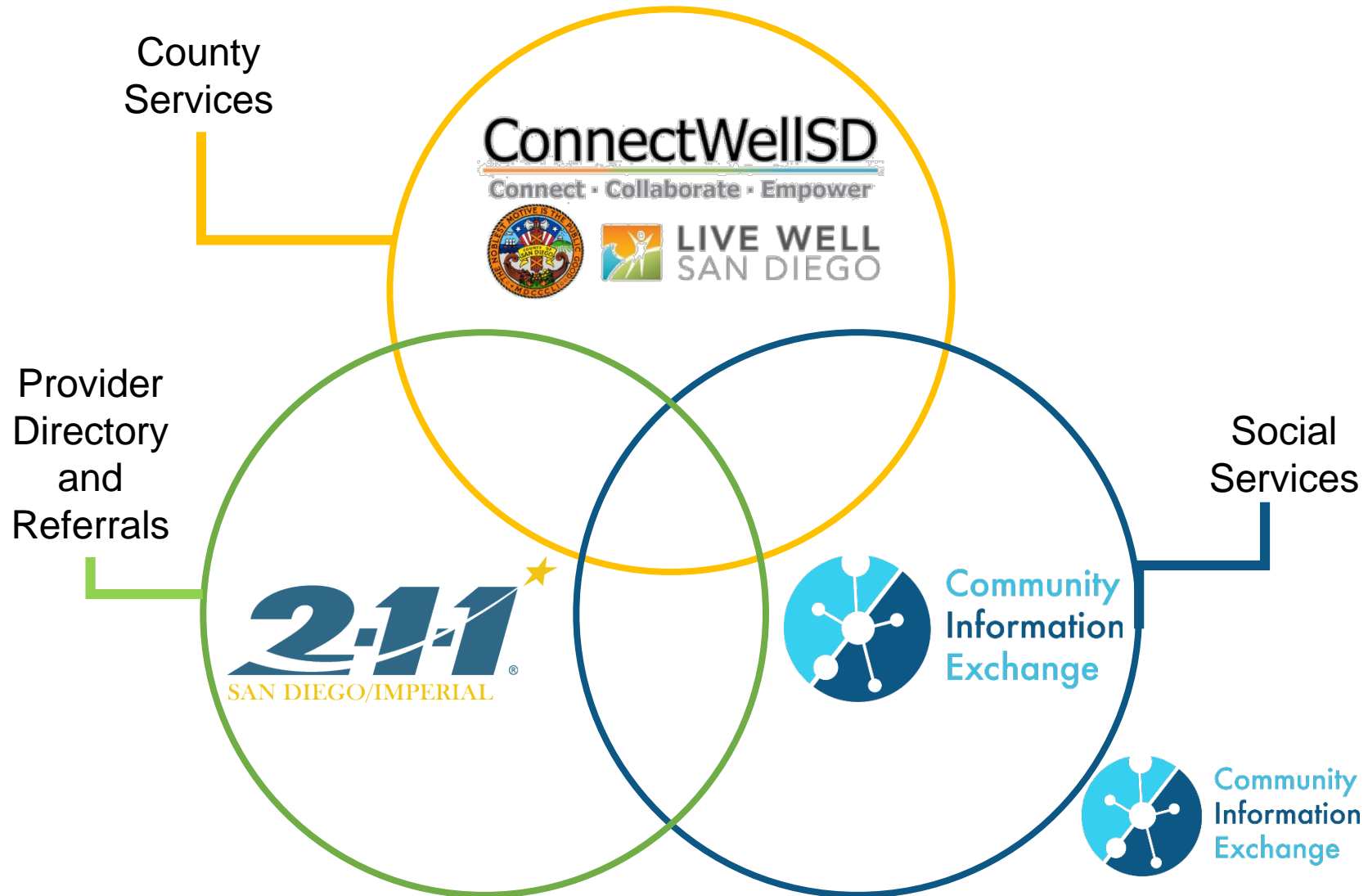
Information Hub



Connecting San Diego Healthcare



Person-Centered Community



Driving Interoperability

- Patient identification
- Consent management
- Notifications and alerts
- Data quality
- Data provenance
- PHI and PII
- Public health to primary care
- Proper presentation summary
- Closed loop referral system

ConnectWellSD

Connect • Collaborate • Empower



Connecting All for
Better Health &
Wellness



Building the Case for Multisector Partnership

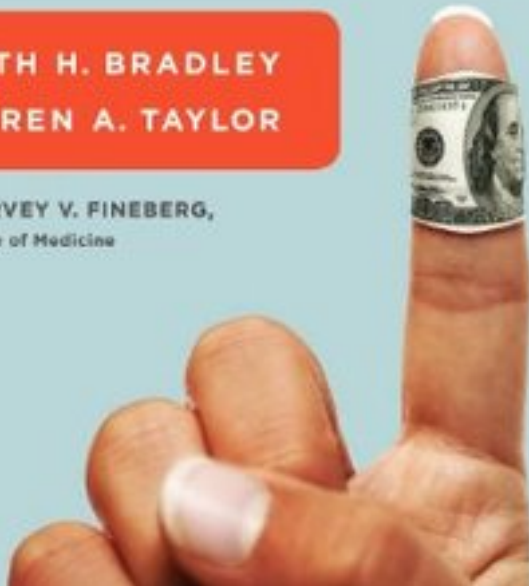


THE AMERICAN
HEALTH CARE
PARADOX

.....
WHY SPENDING MORE
IS GETTING US LESS

ELIZABETH H. BRADLEY
AND LAUREN A. TAYLOR

Foreword by HARVEY V. FINEBERG,
President, Institute of Medicine



“Inadequate attention to and investment in services that address the broader determinants of health is the unnamed culprit behind why the United States spends so much on health care but continues to lag behind in health outcomes.

Investments in larger systems of economic, environmental, and social support produce health and support individuals’ quest for well-being.”



State of the Field



Public Awareness
of the Social
Determinants of
Health



Person-Centered
Care



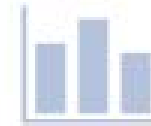
Proliferation of
Technology



Cross-Sector
Collaboration



Evolving Funding
Environment



Research and
Policy Advocacy

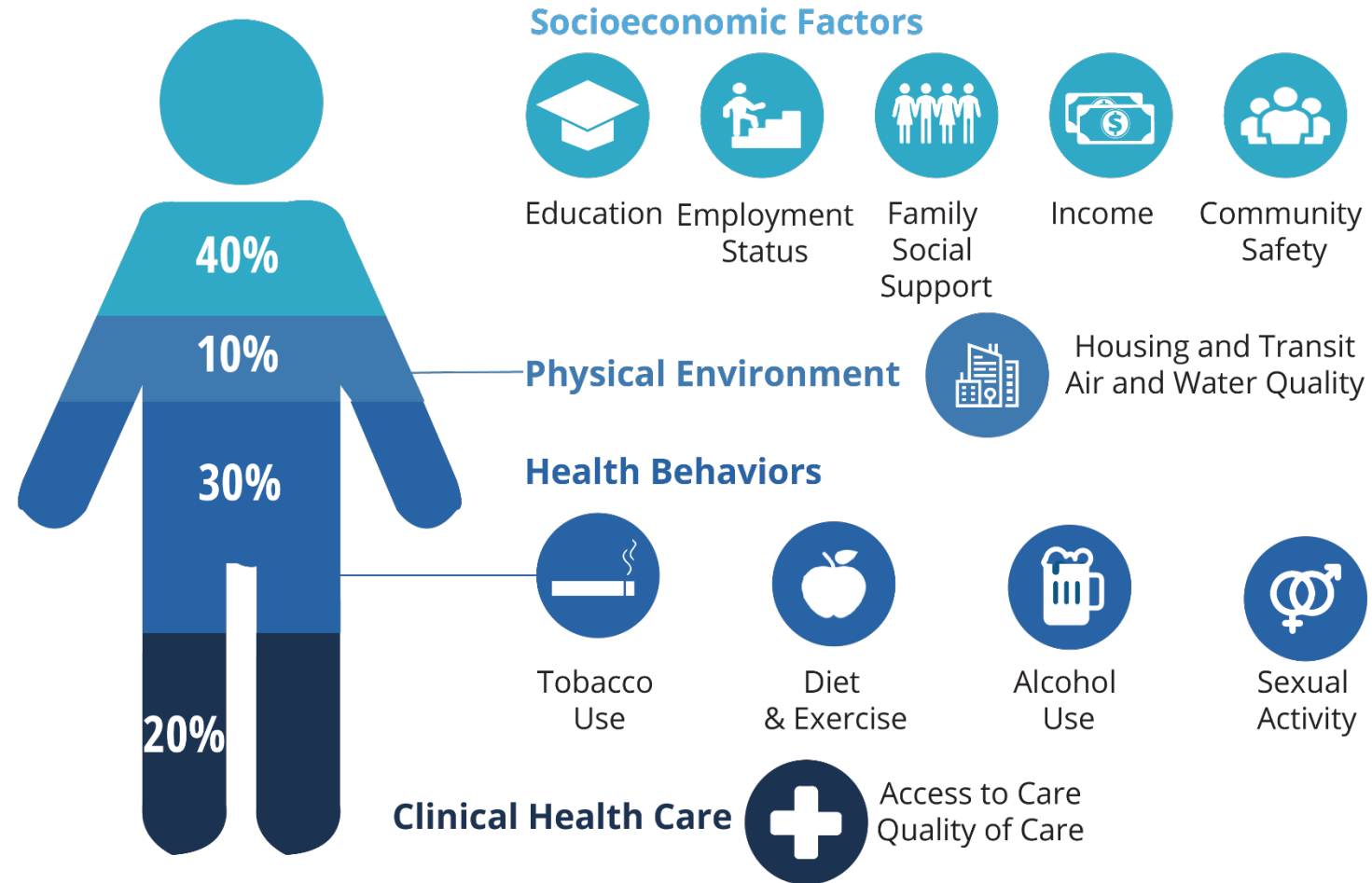


Community
Information
Exchange



Public Awareness of the Social Determinants of Health

Social Influences
Greatly Impact
Health



Hood, CM, Gennuso, KP, Swain, GR, & Catlin, BB. (2015). County health rankings: Relationships between determinant factors and health outcomes. *American Journal of Preventive Medicine*.

Screening vs. Assessment

Healthcare Provider

Priority: Providing Medical Care

Secondary: Screening for Specific Social Risks

Example:

- **What is your housing situation?**
 - Have housing, I don't have housing, I choose not to answer
- **What is the highest level of school that you have finished?**
 - Less than high school degree, High school diploma, more than high school, I choose not to answer

Social Service Provider

Priority: Addressing complex and interrelated dynamics

Secondary: Accounts for relationship between health and social

Example:

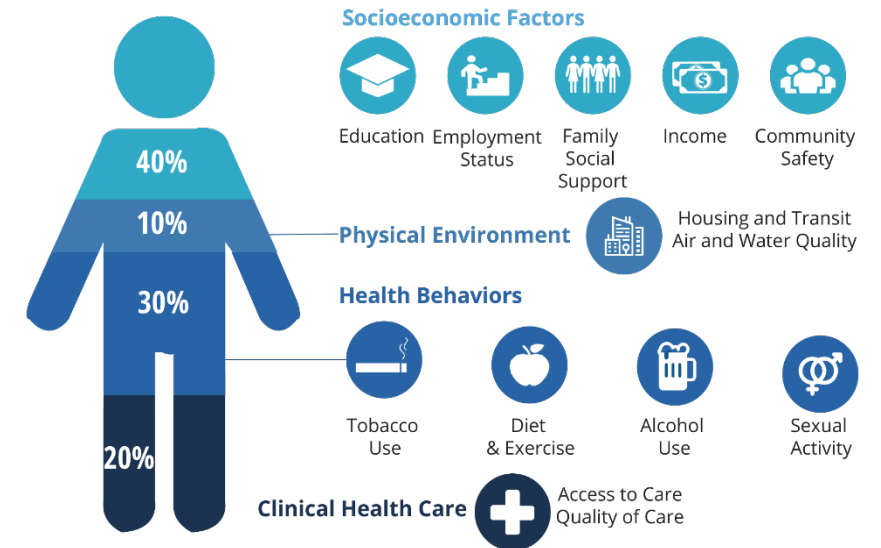
- **What is your current housing situation?**
 - Emergency Shelter, Long-Term Nursing Home, Motel, Place not meant for human habitation, Safe Haven, Couch Surfing, Mobile Home, Affordable Housing
- **What are your barriers to receiving housing?**
 - Eviction, Credit History, Cost, Household Size, Issues with Landlord, Home Repair, Incarceration, Unable to live independently
- **What resources have you access in the past?**
 - Emergency Shelters, Section 8 Housing, VI-SPDAT/CES, Rapid Re-housing, HUD/VASH Voucher

Person-Centered Care



Whole Person Care Pilot

- San Diego County elected to utilize the CIE as a part of implementing Whole Person Care (part of Medicaid Waiver 1115), which allows counties to holistically address the needs of Medi-Cal enrolled homeless individuals with qualifying mental and behavioral health conditions.
- Under this partnership, the CIE Team does the following:
 - Participation in Whole Person Wellness Management Committee and Whole Person Wellness Pilot Data Work Groups
 - All WPW providers are CIE Network Partners
 - Listed eligible WPW individuals within the CIE to support tracking and connection to services
 - Within CIE direct referral to WPW programs





Proliferation of Technology

Innovations in technology have fundamentally transformed how people consume, use, and share information.



Cross-Sector Collaboration

Increase in cross-sector collaboration to break down silos and foster clinic-community linkages to better understand and serve the needs of people who overlap systems of care.



Meeting Community Needs: San Diego's Community Information Exchange (CIE) Model



Community Information Exchange

A community information exchange (CIE) is an ecosystem comprised of **multidisciplinary network partners** that use a **shared language**, a **resource database**, and an **integrated technology platform** to deliver enhanced **community care planning**.

Care Planning tools enable partners to integrate data from multiple sources and make bi-directional referrals to create a shared longitudinal record. By focusing on these core components, a CIE enables communities to shift away from a reactive approach to providing care toward proactive, holistic, person-centered care.



Core Components of a CIE





Community Information Exchange Partners

Network
Partners





Network
Partners

Healthcare Sector

Health Plans



Hospitals



Emergency Medical Services



Health Centers



Health Information Exchange



Behavioral Health



Public Health





Network
Partners

Social Services Sector

Housing



Multi-Service



Human Development and Aging



Legal



Employment



Nutrition



Community
Information
Exchange





Network
Partners

Government

ConnectWellSD

Connect • Collaborate • Empower





Shared Language (SDoH)

Domains: Risk Rating Scale



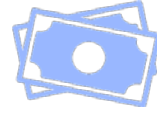
Housing Stability



Health Management



Nutrition & Food Security



Financial Wellness and Benefits



Activities of Daily Living



Social & Community Connection



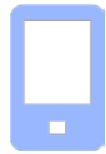
Legal & Criminal Justice



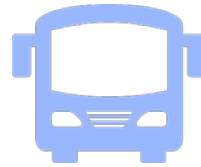
Primary Care and Prevention



Safety & Disaster



Utility & Technology



Transportation



Education & Human Development



Personal Care & Household Goods



Employment Development

CRISIS

CRITICAL

VULNERABLE

STABLE

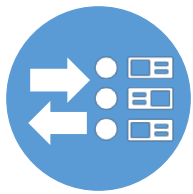
SAFE

THRIVING

← IMMEDIACY →

← KNOWLEDGE AND UTILIZATION →

← BARRIERS AND SUPPORTS →



Bidirectional
Closed Loop
Referrals

Resource Database and Bi-directional Referrals

Partner Portal Southern Caregiver Resource Center (SCRC) - Jeri Hernandez (Demo) Sign Out

Client Details

food bank 92123 CIE Partners Target Populations

Print this list 3 results

sorted by: Relevance | Distance Direct Referral:

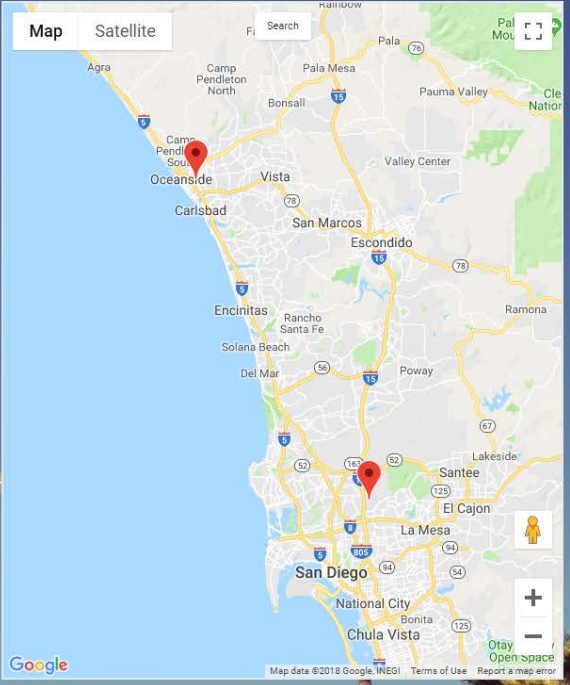
Family & Youth Enrichment Program, Neighborhood Food Exchange Distribution (858) 751-5755
3293 SANTO RD
SAN DIEGO, CA 92124
Located 1.68 miles away
Add Referral

Supplemental Food Box Program (760) 722-0800
1919 APPLE ST STE L
Site L
OCEANSIDE, CA 92054
Located 29.58 miles away
Add Referral

Food Pantry (760) 460-4013
485 BROADWAY AVE
Suite D
EL CENTRO, CA 92243
Add Referral

Search by category

- Food
- Housing/Shelter
- Material Goods
- Transportation
- Utilities
- Consumer Services
- Criminal Justice and Legal Services
- Education



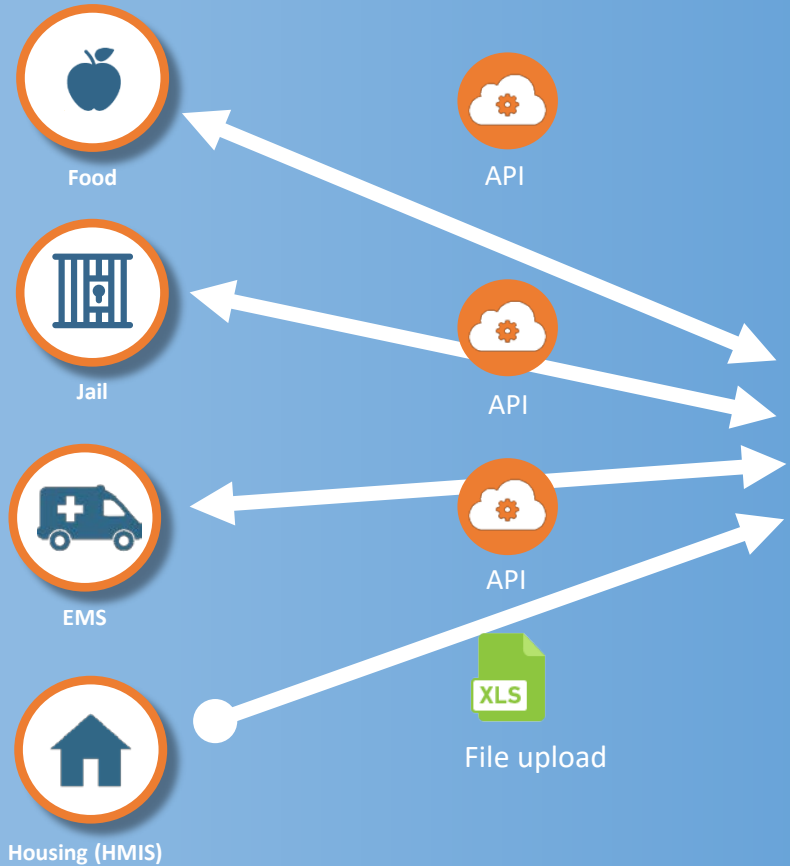
- Shared taxonomy language for referrals (AIRS)
- Dedicated resource staff
- Standards to listings and requirements
- Inclusion/Exclusion Criteria
- Linked to health conditions
- Tracks resource availability and unmet needs





Technology Platform and Data Integration

Technology Platform



MDM

Master Data Management

- Detects and merges duplicate records
- Ensures the accuracy, completeness, and consistency of multiple domains of enterprise data



ETL

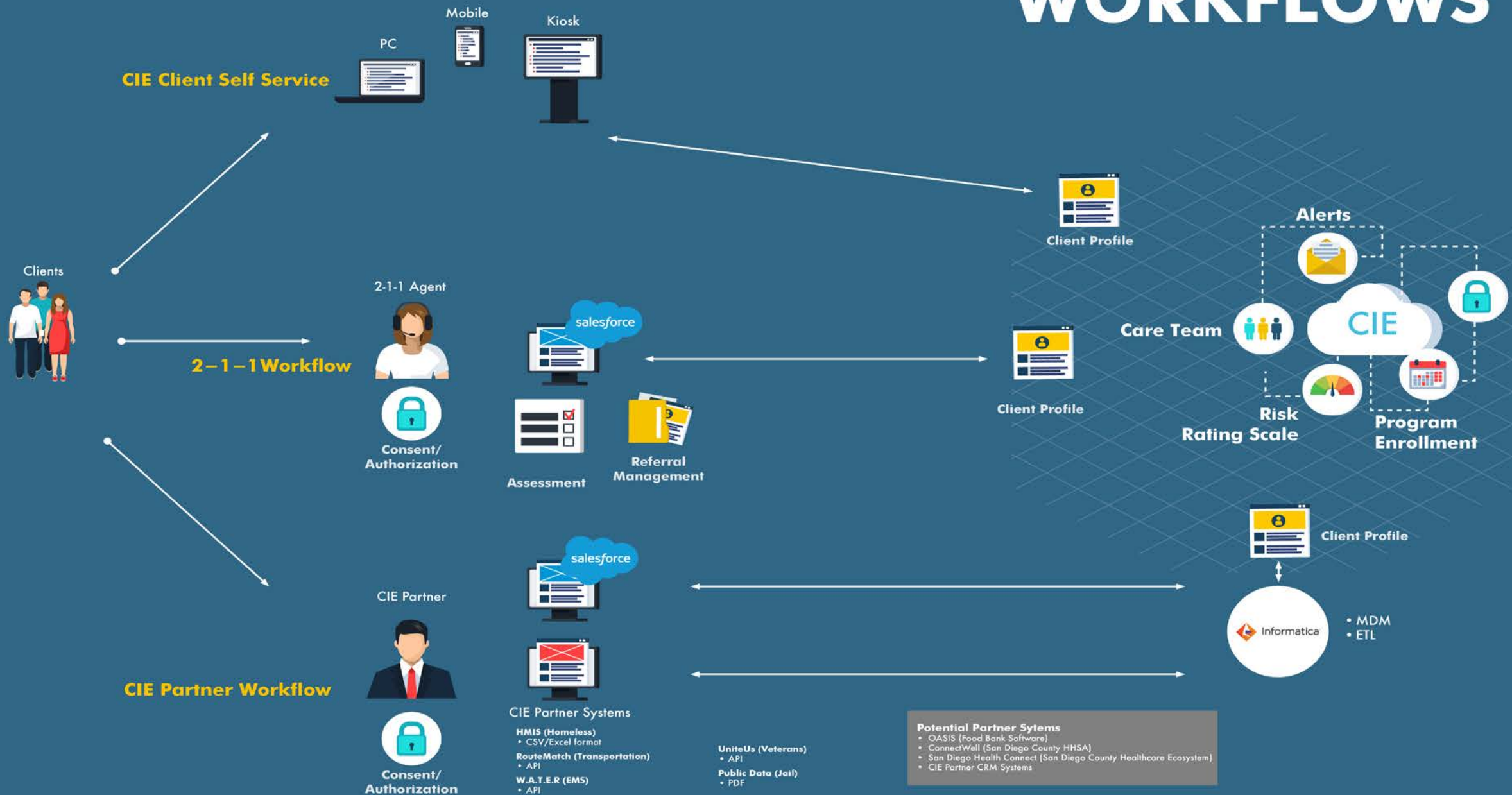
Extract Transform Load

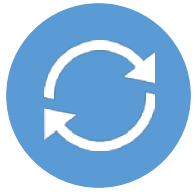
1. Reads data from a database
2. Converts the data for the new database
3. Loads into the new database

- ! Alerts
- Single Sign on



Community Information Exchange WORKFLOWS





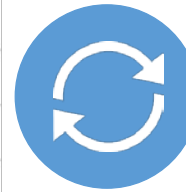
Community
Care
Planning

CIE Shared Record

- **Client Profile**
 - Demographic and important information about the client
- **Domains**
 - Examples like Housing, Food & Nutrition,
 - Categorization of Needs (SDOH) & Risk Level
 - Shared Assessments and Values across agencies
- **Care Team**
 - Case Managers working with client across agencies
 - Contact Information
- **Referrals & Program Enrollment**
 - Agencies or programs client is referred
 - Connection to Services
- **Alerts**
 - Notification of emergency services & jail
 - Ability to notify Care Team Members of changes
- **Feed**
 - Ability to communicate like Twitter to other Care Team members



CIE Shared Record



Community
Care
Planning

Address Information

Home Street ⓘ
6107 ARNO DR

Home City ⓘ
SAN DIEGO

Home State/Province ⓘ
California

Address Line 2 ⓘ

Home Zip/Postal Code ⓘ
92120-4628

Home Country ⓘ
United States

Demographics

Primary Language ⓘ
English

Age
72

Gender Identity ⓘ
Man

Race ⓘ
Hispanic/Latino

Ethnicity ⓘ
Hispanic / Latino

Marital Status ⓘ
Married

Household

Head of Household ⓘ
Yes

Number in Household ⓘ
4

Lives Alone ⓘ
No

Number of Children in the Household ⓘ
2

Income & Benefits

Employment Status ⓘ
Retired

Sources of Income ⓘ
Supplemental Security Income (SSI)

Non-Cash Benefits ⓘ
SNAP

Highest Level of School Completed ⓘ
High School Degree

Monthly Income Amount ⓘ
900

Percent of AMI
30% or Less

Percent of FPL
43.03%

CalFresh Renewal Date

Military

Military Service Status ⓘ
Veteran

Military Relationship ⓘ
Self

Combat Status ⓘ
Yes

Military Branch(es) ⓘ
Army

Military Discharge Status ⓘ
General under honorable conditions

Deployment Status ⓘ
Yes

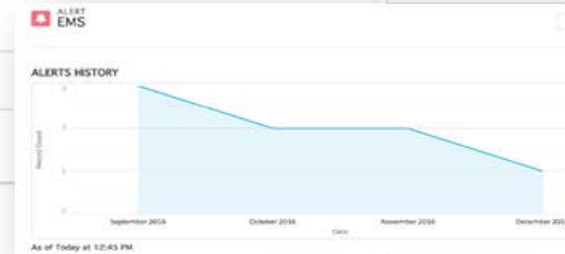
Domains (4)

DOMAIN ...	RISK INDICA...	ACTIONS	REFERRALS
Transporta...	● Crisis	1	16
Nutrition	● Stable	2	10
Health Ma...	● Safe	1	4
Criminal Ju...	● Crisis	1	1

Alerts (2)

ALERT	TOTAL # RECORDS	LAST INCIDENT	DESCRIP
EMS	8		
Jail	2		

[View All](#)



Care Teams (3)

CARE TE...	CASE MAN...	AGENCY	DATE ASSI...
CT-00000044	Thomas Laco...	Jewish Family ...	10/5/2018
CT-00000046	Jeri Hernande...	Southern Car...	10/5/2018
CT-00000047	Archie Munoz...	Access to Ind...	10/5/2018

[View All](#)

Programs (2)

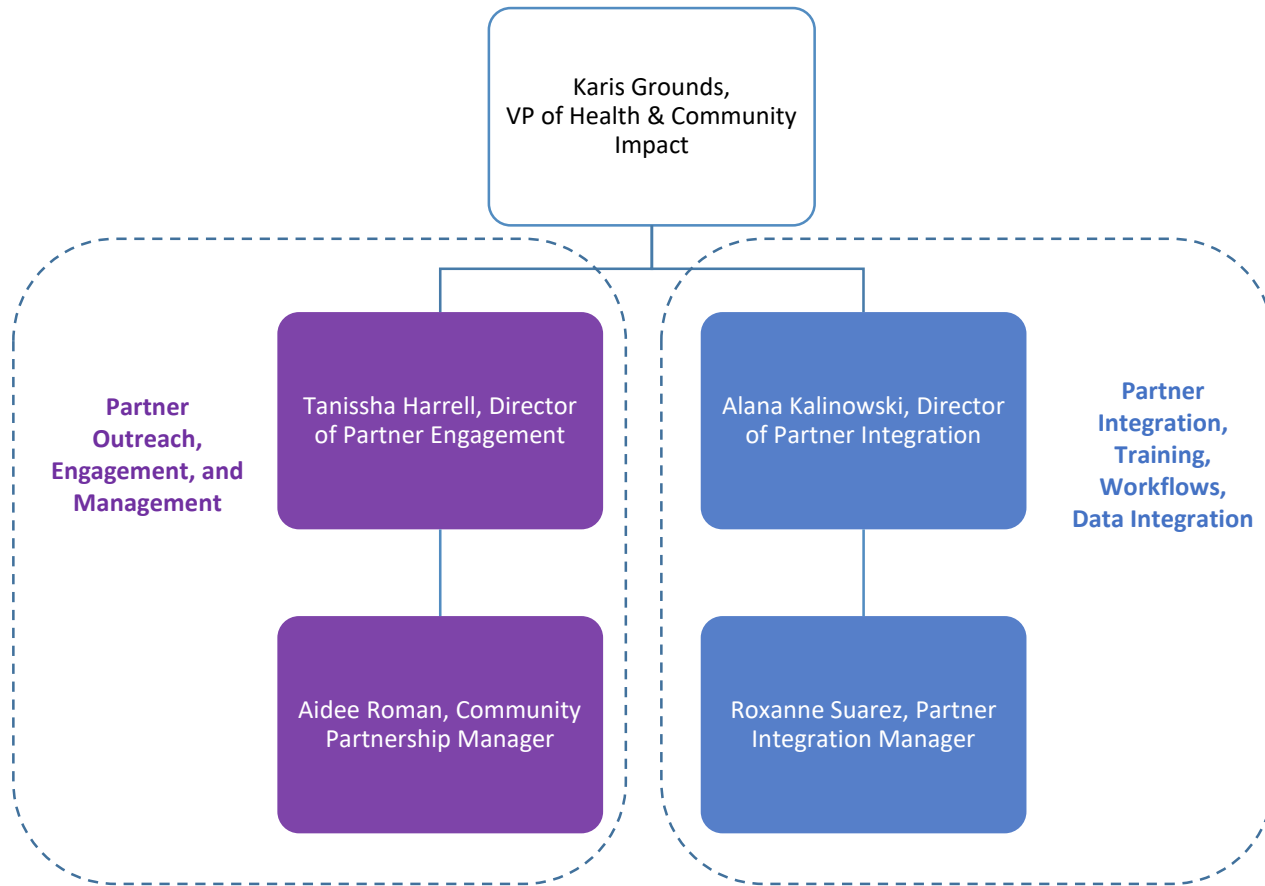
PROGRAM NAME	AGENCY	STATUS	UPDATED
HomeShare	Elderhelp	Enrolled	12/12/2
PMC	Father Joe's Villages	Enrolled	12/12/2

[View All](#)



CIE Organizational Chart and Staffing Model

CIE San Diego Team Model



Organizational Infrastructure

• Executive Team

- John Ohanian, CEO
- Bill York, Executive VP
- Paul Redfern, CFO and COO
- Camey Christenson, Senior Vice President
 - Beth Johnson, Director of Strategic Initiatives (CIE National)
 - Jessica Peter, Director of Business Development
- Meg Storer, VP Government & Community Relations

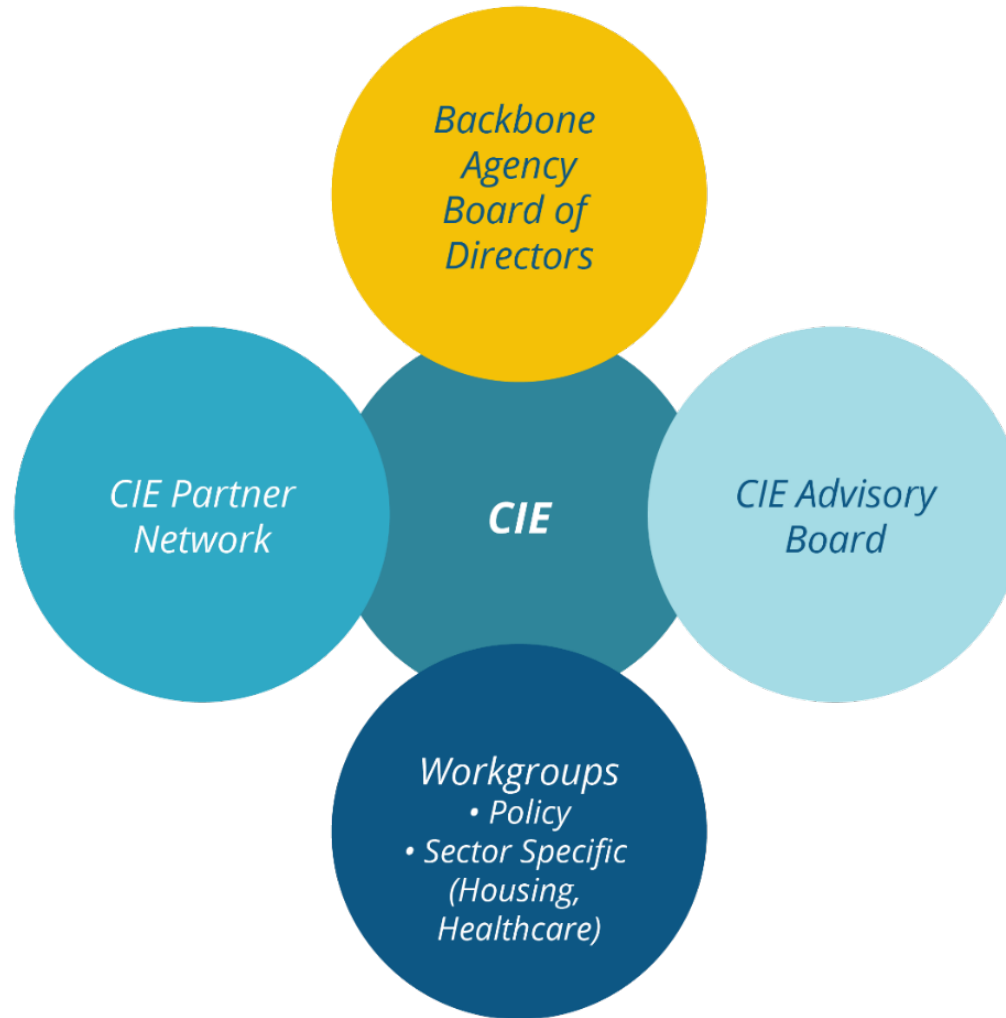
• Information Technology

- Peter Battistel, Chief Technology Officer
 - IT Operations Team ~5 FTE
 - Salesforce Administrator
 - Salesforce Architect
- Nicole Blumenfeld, Director of Informatics

• Legal and Privacy

- Shelley Brown, Legal Consultant
- Ford Winslow, Chief Information Security Officer

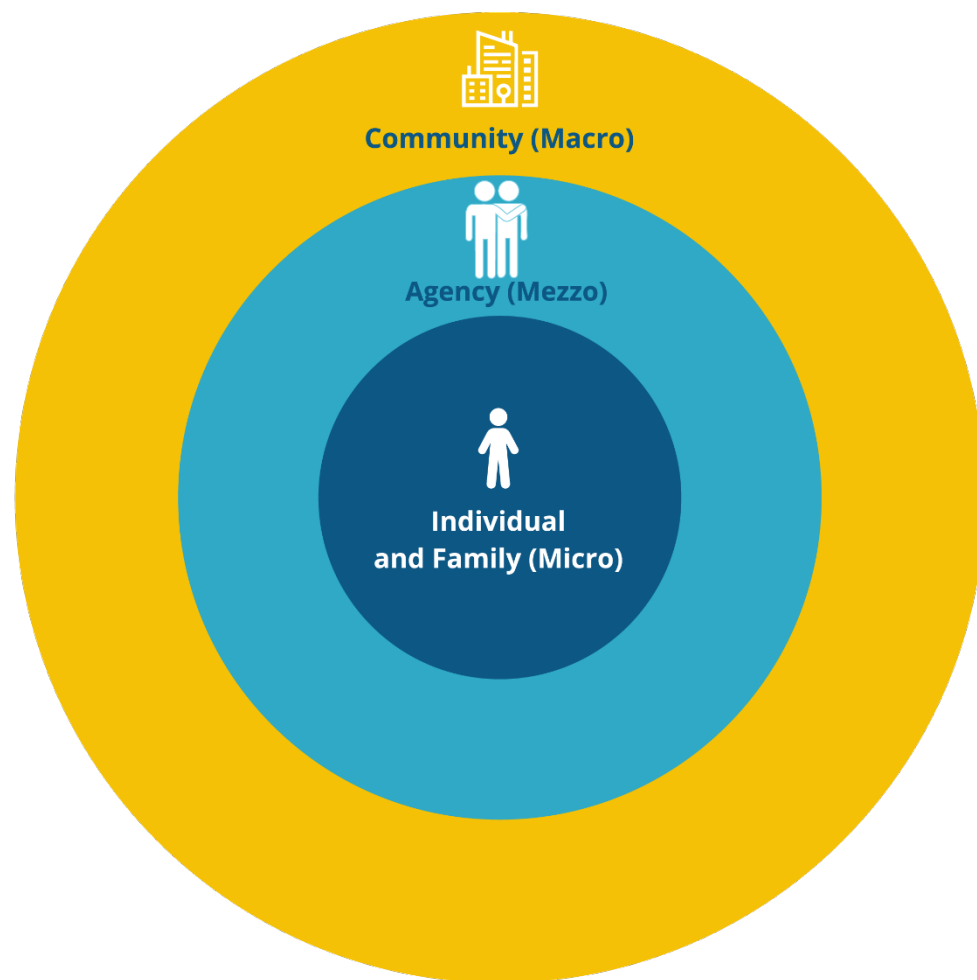
Approaches to Shared Stewardship



CIE Benefits, Value, and Alignment



Benefits of a CIE



Potential Value and Alignment

Figure 6. Total Number of EMS Transports in the 12 Months Before and After CIE Enrollment (n=464)

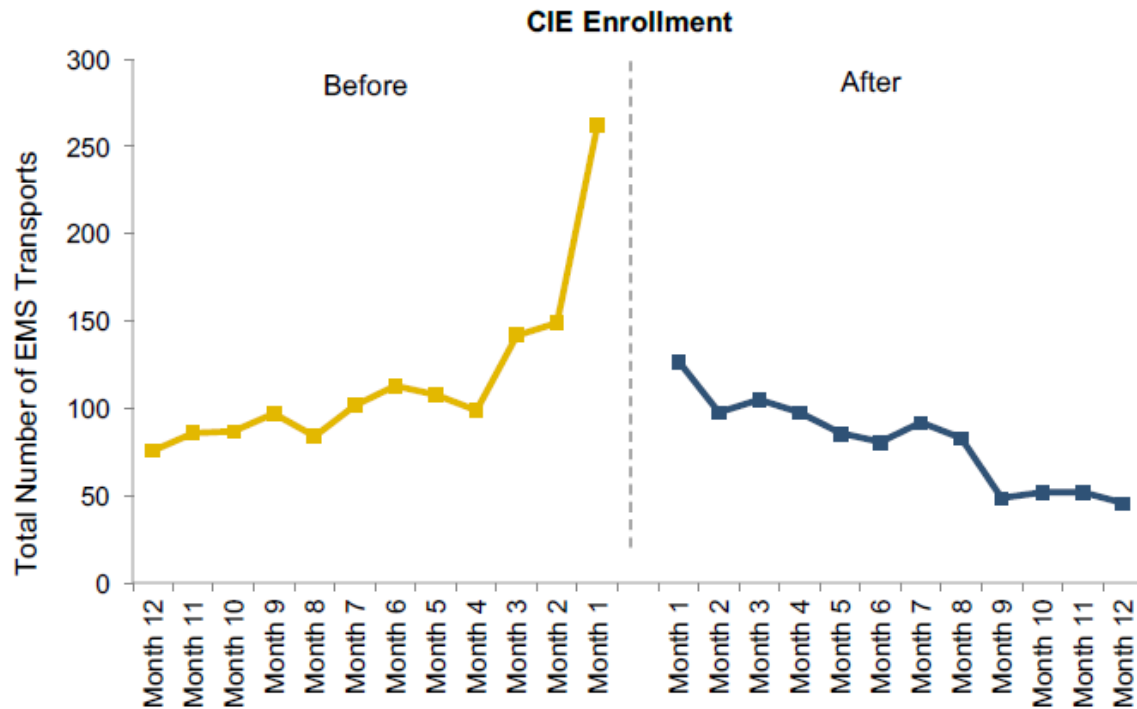
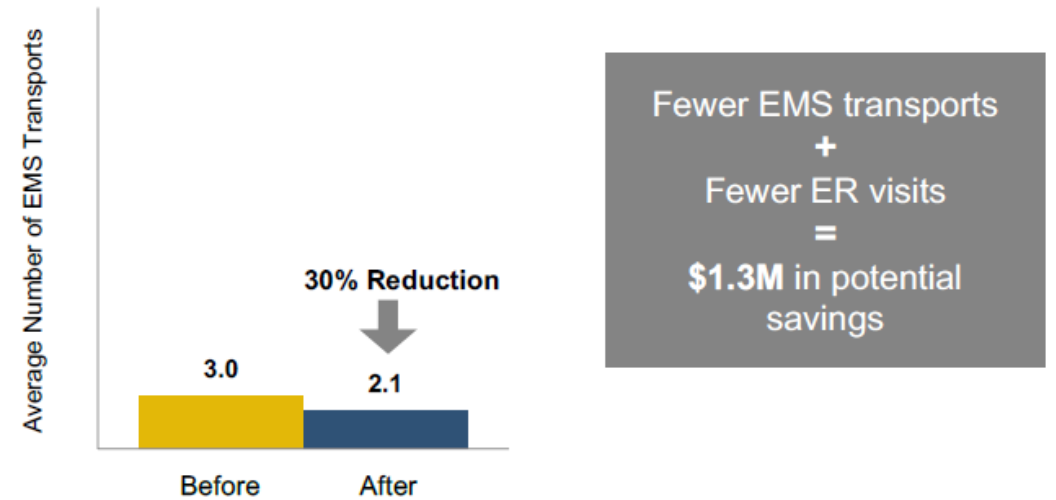


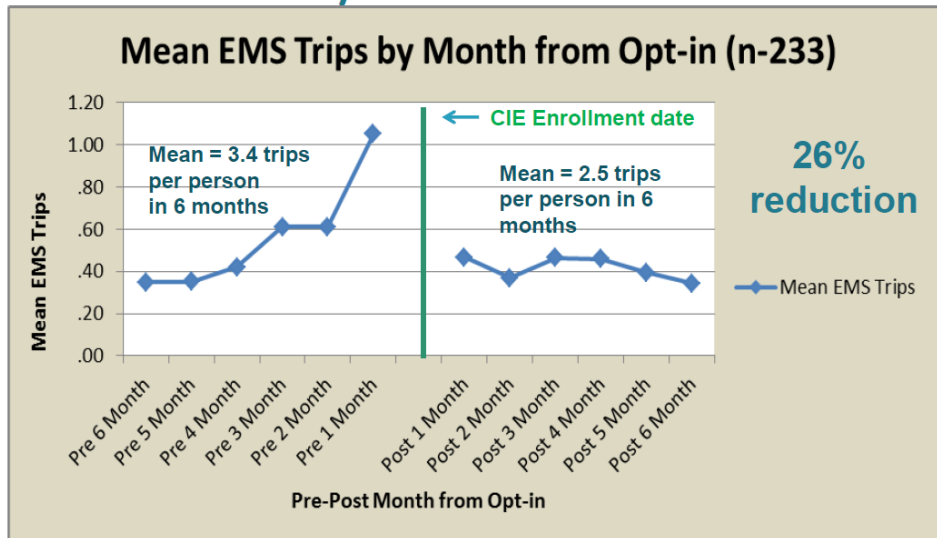
Figure 7. Average Number of EMS Transports Before and After CIE Enrollment (n=464)*



*Statistically significant difference ($p < .05$)

Potential Value and Alignment

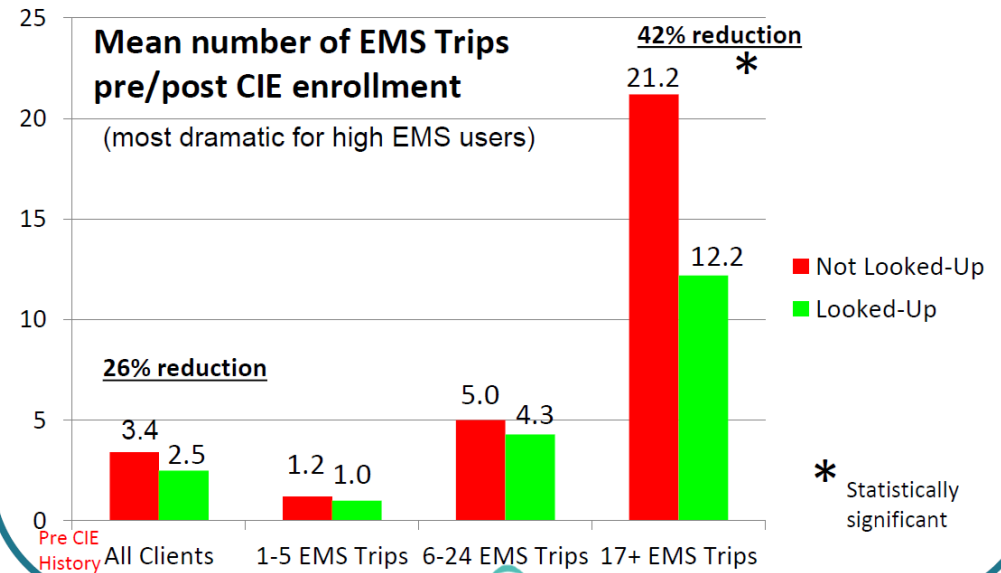
Average number of EMS Trips Pre/Post Enrollment



Overall, a 26% reduction in the mean number of EMS trips. A statistically significant difference ($p=0.002$)

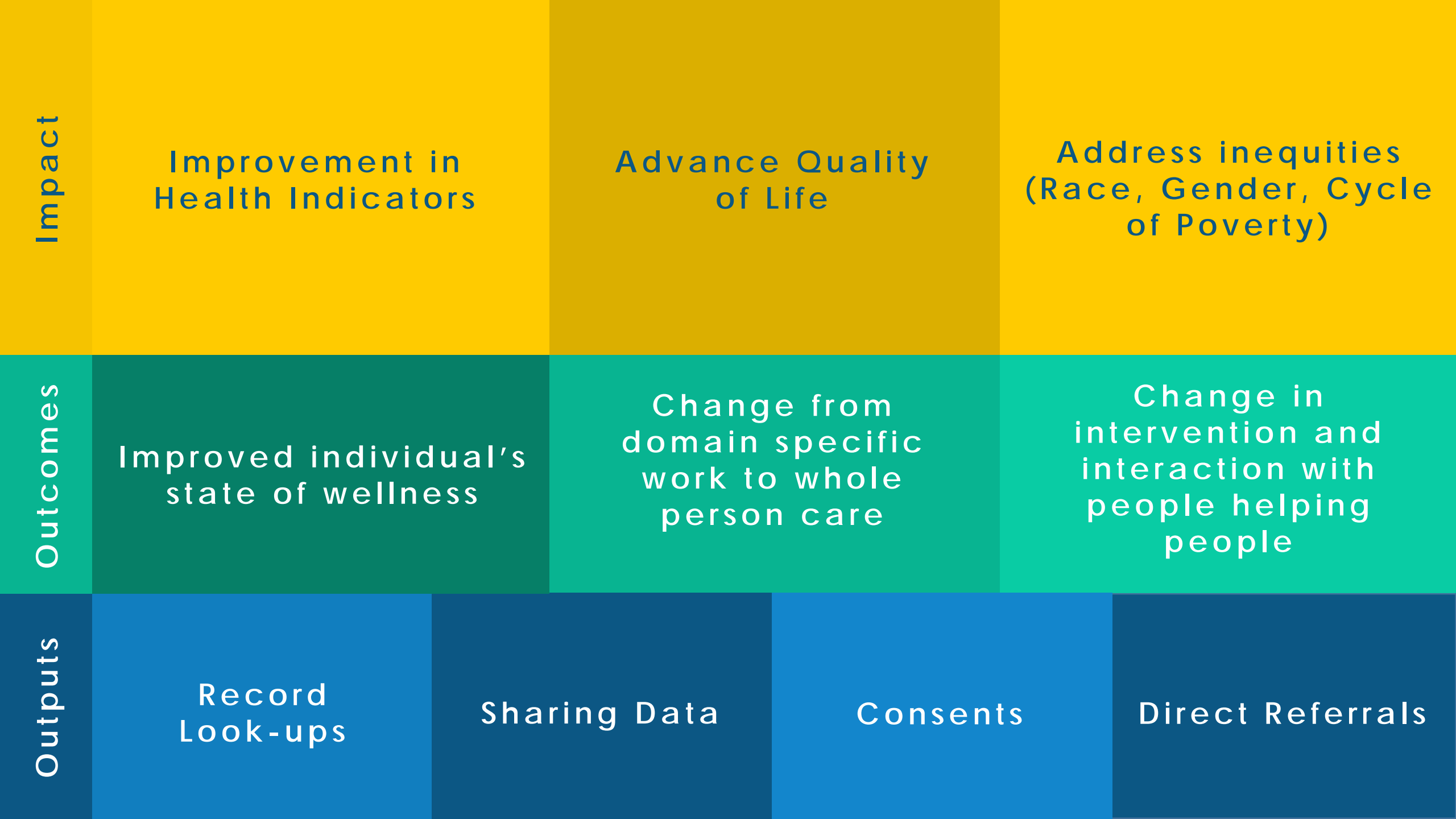


Clients with Look-ups Have Fewer EMS Trips Post Enrollment (n=233 clients)



Community Information Exchange





Impact

Improvement in Health Indicators

Advance Quality of Life

Address inequities (Race, Gender, Cycle of Poverty)

Outcomes

Improved individual's state of wellness

Change from domain specific work to whole person care

Change in intervention and interaction with people helping people

Outputs

Record Look-ups

Sharing Data

Consents

Direct Referrals

Secrets for Building Impactful Partnerships



Secrets for Building Impactful Partnerships

Invest in a
Committed and
Talented Staff

Listen and Learn

Build Trust

Meet Partners
Where They Are

Let Partners Tell You
What's in it for
Them

Invest in Ongoing
Engagement

Check In Often

Be Willing to Test
Ideas and Make
Iterative
Improvements

Have Patience and
Grace

Use Your Resources
Strategically



Questions?



Reading and Resources

- Website:
<http://www.ciesandiego.org>
- Register for CIE Summit 2020:
<https://ciesandiego.org/cie-summit-2020/>
- CIE Toolkit:
<http://www.ciesandiego.org/toolkit>
- Archived Webinars and Events:
<http://www.ciesandiego.org/events>



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to Advance Equity

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Marriott Marquis San Diego Marina

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