Network Leadership:
Lessons From the Field

January 23, 2019

VisibleNetworkLabs

CU Center on Network Science
SCHOOL OF PUBLIC AFFAIRS
UNIVERSITY OF COLORADO **DENVER**

VisibleNetworkLabs

What is Aspen? One Platform. Six Tools & Services. Unlimited Potential.

Data Dashboards

PARTNER Tool

PCN App

aspen
A Social Connectedness Platform

Connected Community Lab

Learning Lab

Consulting Services

Network Leadership Training Academy

April 15-17, 2019

Denver, CO

www.networkleader.org

THE STRENGTH OF WEAK TIES

BUILDING SMARTER, STRONGER NETWORKS

1. MORE ISN'T ALWAYS BETTER

As we add more ties to our network, it becomes more costly and time-consuming to maintain.

2. NOT ALL TIES ARE THE SAME

Strong ties are held with family, coworkers & friends. Weak ties are those you share with acquaintances.

WEAK TIES

STRONG TIES

STRONG TIES

3. WEAK TIES EXPAND NETWORKS

Maintaining weak ties with clients, competitors, and other acquaintances allows you to access their networks and knowledge without more complexity.
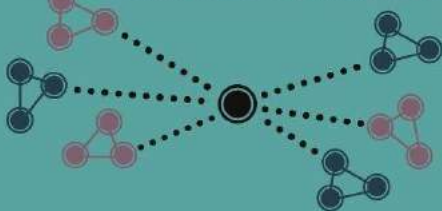
Created by www.VisibleNetworkLabs.com

VisibleNetworkLabs

HOW DOES PARTNER WORK?

1 Decide which organizations and individuals you want to include in the survey.

2 Customize the PARTNER survey for your context and specific needs/questions.

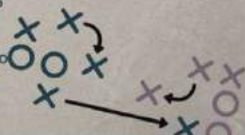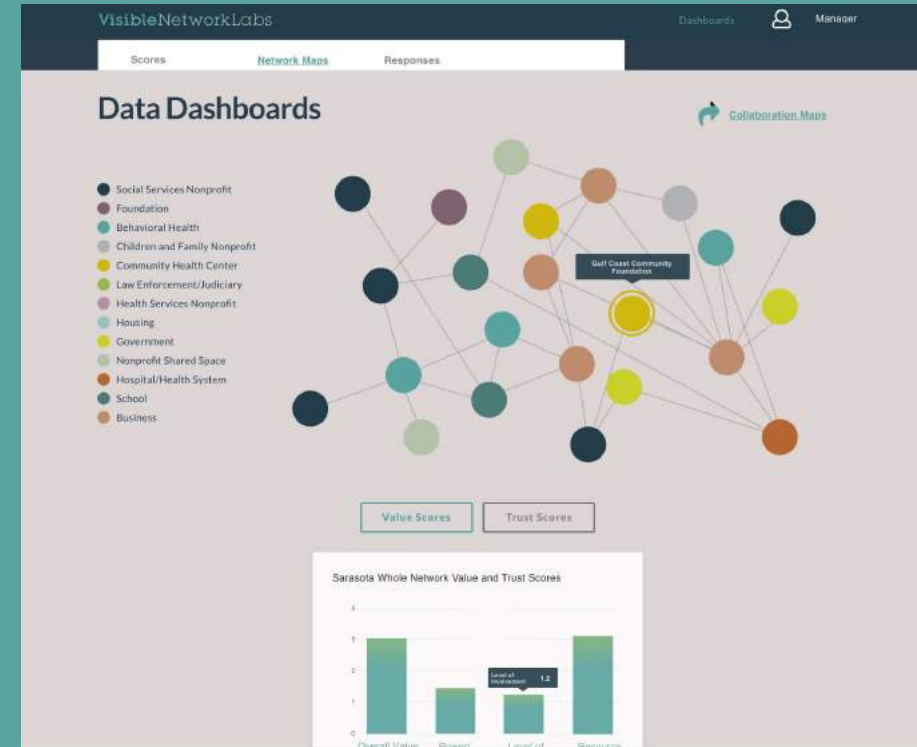**3** Send out your online survey and several reminders while your respondents take the survey.

4 Access your results, visualize your network's connections & review your analysis metrics like trust

Now you are ready to use your PARTNER results to identify strengths, gaps, and to create strategies for strengthening your network!

visiblenetworklabs.com

VisibleNetworkLabs   Dashboards   Manager

Scores   Network Maps   Responses

Data Dashboards

Collaboration Maps

- Social Services Nonprofit
- Foundation
- Behavioral Health
- Children and Family Nonprofit
- Community Health Center
- Law Enforcement/Judiciary
- Health Services Nonprofit
- Housing
- Government
- Nonprofit Shared Space
- Hospital/Health System
- School
- Business

Gulf Coast Community Foundation

Value Scores   Trust Scores

Sarasota Whole Network Value and Trust Scores

Overall Value   Power   Level of   Resource

Where to find out more:

www.visiblenetworklabs.com

hello@visiblenetworklabs.com

@visiblenetworklabs

@VNetworkLabs
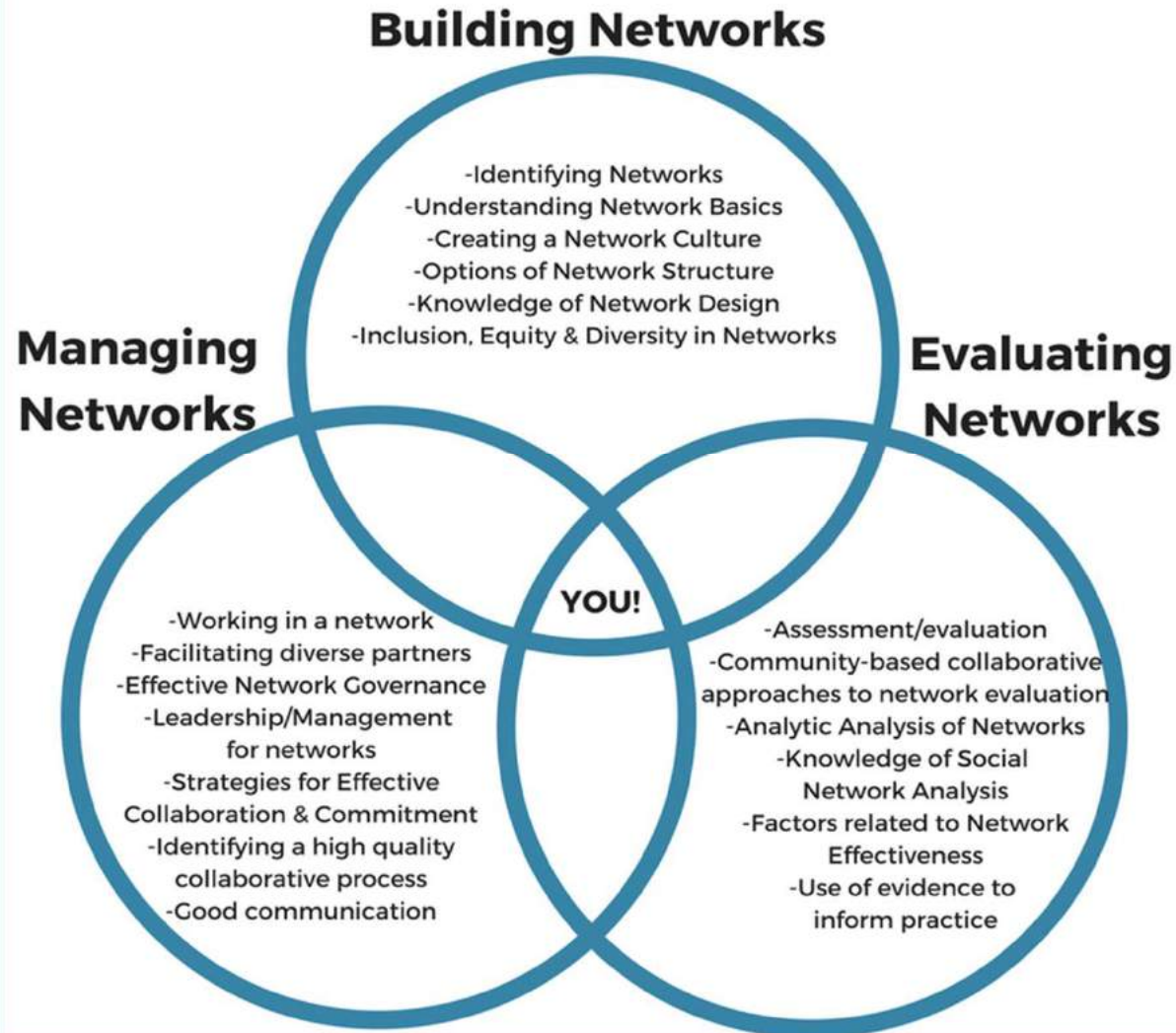
@visiblenetworklabs

The New Norm:
The Network Way of Working
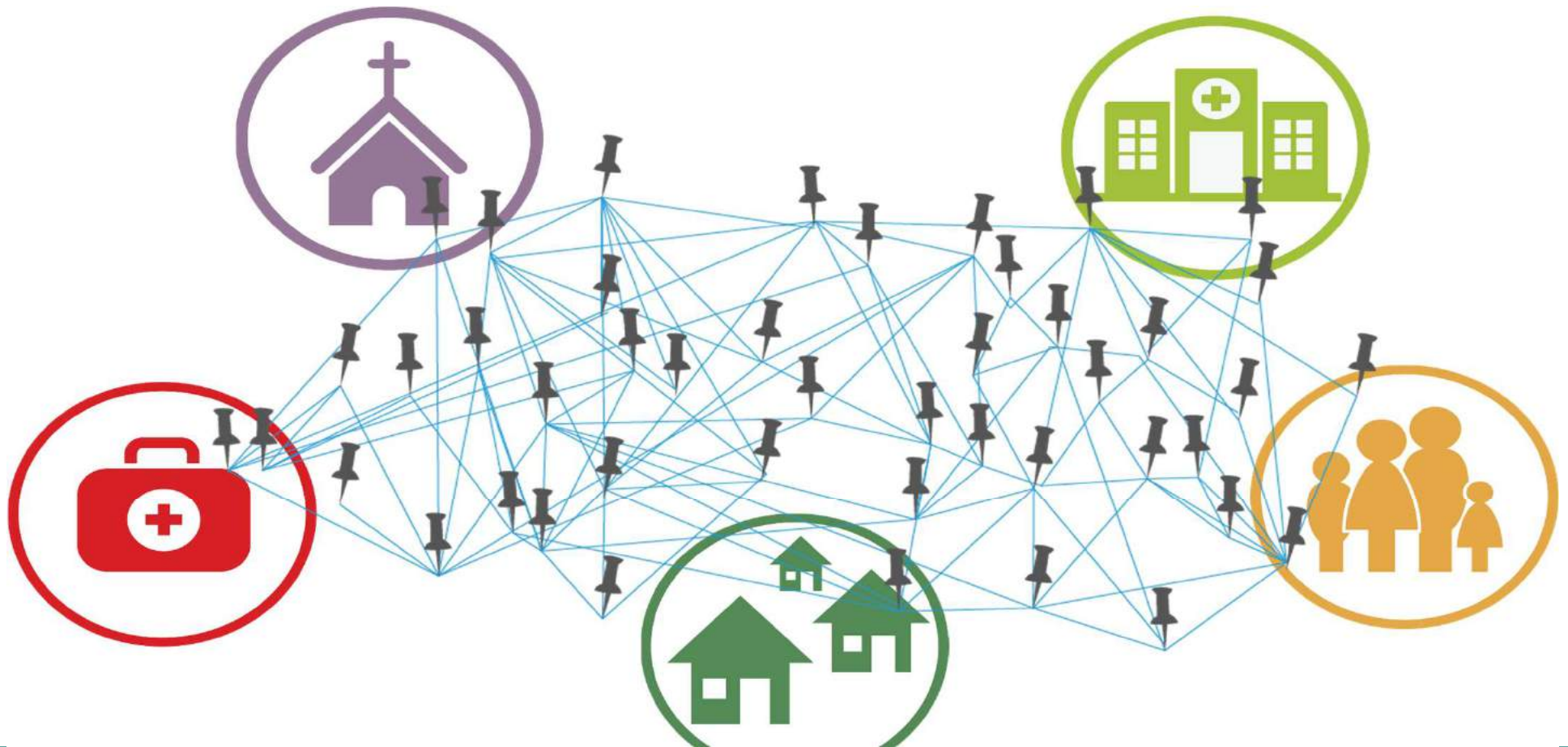
VNL's Network Leadership Framework

- **Build**
- **Manage**
- **Evaluate**

Effective Networks

NLTA Core Competencies

Building Networks

-Identifying Networks
-Understanding Network Basics
-Creating a Network Culture
-Options of Network Structure
-Knowledge of Network Design
-Inclusion, Equity & Diversity in Networks

Managing Networks

-Working in a network
-Facilitating diverse partners
-Effective Network Governance
-Leadership/Management for networks
-Strategies for Effective Collaboration & Commitment
-Identifying a high quality collaborative process
-Good communication

Evaluating Networks

-Assessment/evaluation
-Community-based collaborative approaches to network evaluation
-Analytic Analysis of Networks
-Knowledge of Social Network Analysis
-Factors related to Network Effectiveness
-Use of evidence to inform practice

YOU!

Network Leadership: 7 Core Values
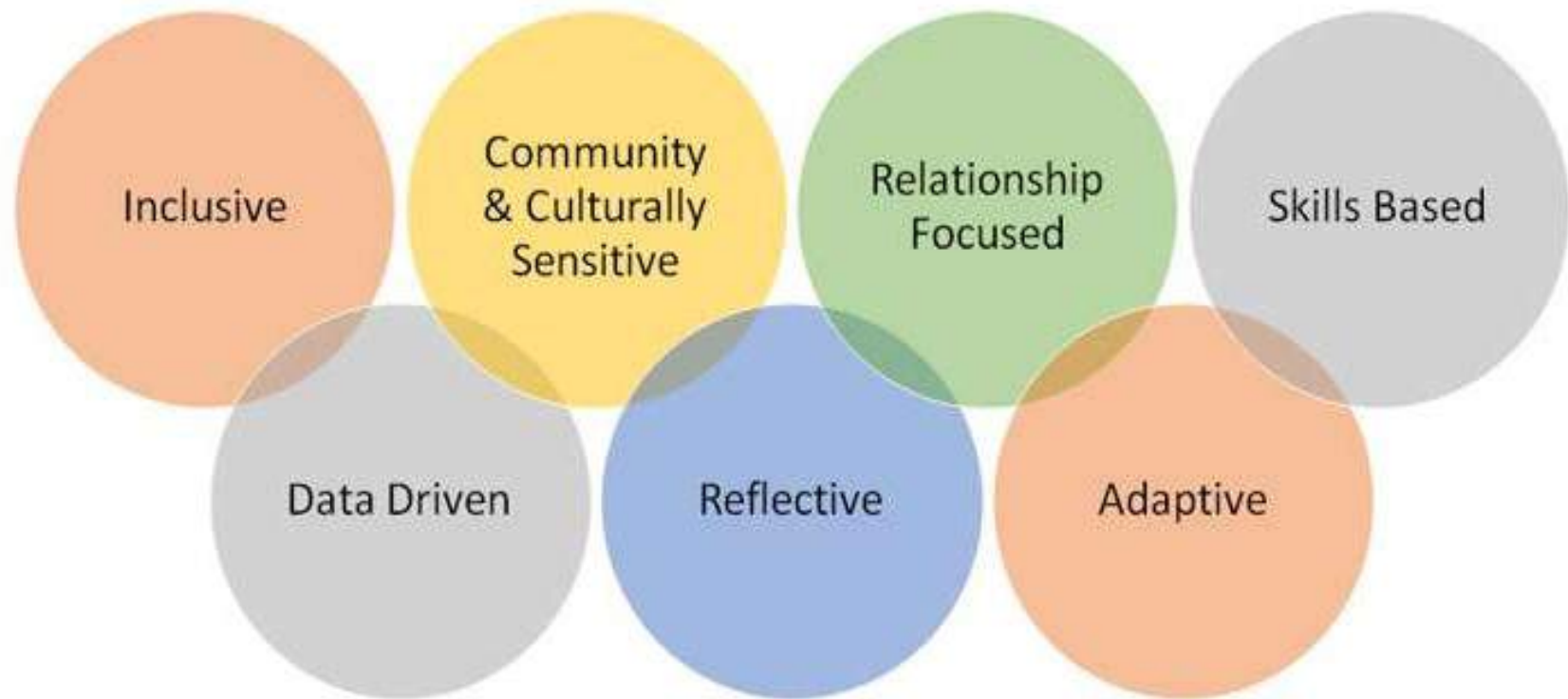
February 21, 2019- 10:00am MT
Building Social Connectedness in Neighborhoods
Presenter: Jeff Kuhr, Executive Director,
Mesa County Public Health

Using Network Analysis to Build Better Health Systems

Stephanie Bultema, MA

- Senior Research Scientist, Visible Network Labs
- PhD Candidate, University of CO Denver, Center on Network Science

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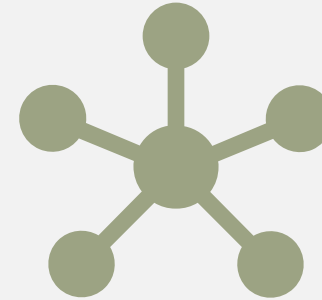# USING NETWORK ANALYSIS TO DESIGN BETTER HEALTH SYSTEMS

An investigation of Eastern Washington's Population and Social Determinants of Health System

Stephanie Bultema, MAAL, University of Colorado Denver School of Public Affairs

AGENDA

1. Background

2. Network analysis review

3. Case study overview

4. System design considerations

BACKGROUND

STUDY FUNDERS AND CONTRIBUTORS

SPOKANE REGIONAL HEALTH DISTRICT

- **Stephanie Bultema,** SRHD, Epidemiologist 2 (project lead: study design, implementation, analysis, and reporting)

- **Amy Riffe,** SRHD, Epidemiologist 2 (development of CLMs in ArcGIS Online, data transformation, technical review of reports)

- **Stacy Wenzl,** SRHD, Data Center Program Manager (SRHD management oversite and review of reports)

- **Boyd Foster** SRHD, Epidemiologist 1 (final edit of reports)

- **Ashley Beck,** SRHD, Senior Research Scientist (project planning guidance)

BETTER HEALTH TOGETHER

- **Alison Carl White,** BHT, Executive Director (Executive Sponsor)

- **Hadley Morrow,** BHT, Director of Community Engagement (BHT content expert, survey implementation, and BHT management oversite)

- **Justin Botejue,** BHT, ACH Program Manager (BHT content expert, survey implementation)

- **Devon Wilson,** BHT, Project Manager (BHT content expert)

- **Omar Sawyer,** BHT, Associate Director (BHT content expert)

PROBLEM

Transforming the US health system as required by the Patient Protection and Affordable Care Act of 2010
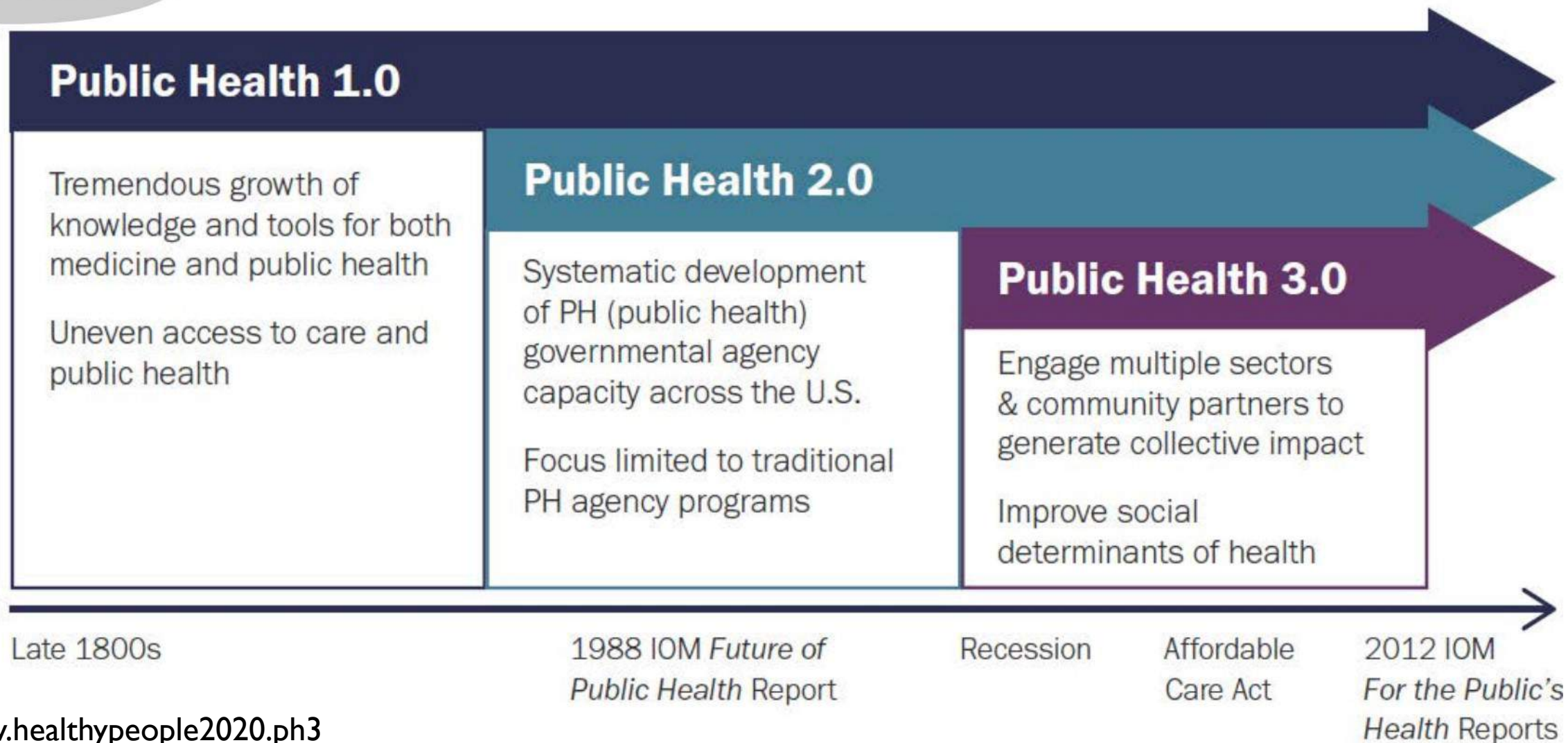
WHAT IS A HEALTH SYSTEM?

"A health system consists of all organizations, people, and actions whose primary interest is to promote, restore, or maintain health."

(World Health Organization 2017)

PUBLIC HEALTH 3.0

TIMELINE

Public Health 1.0

Tremendous growth of knowledge and tools for both medicine and public health

Uneven access to care and public health

Public Health 2.0

Systematic development of PH (public health) governmental agency capacity across the U.S.

Focus limited to traditional PH agency programs

Public Health 3.0

Engage multiple sectors & community partners to generate collective impact

Improve social determinants of health

Late 1800s | 1988 IOM *Future of Public Health* Report | Recession | Affordable Care Act | 2012 IOM *For the Public's Health* Reports

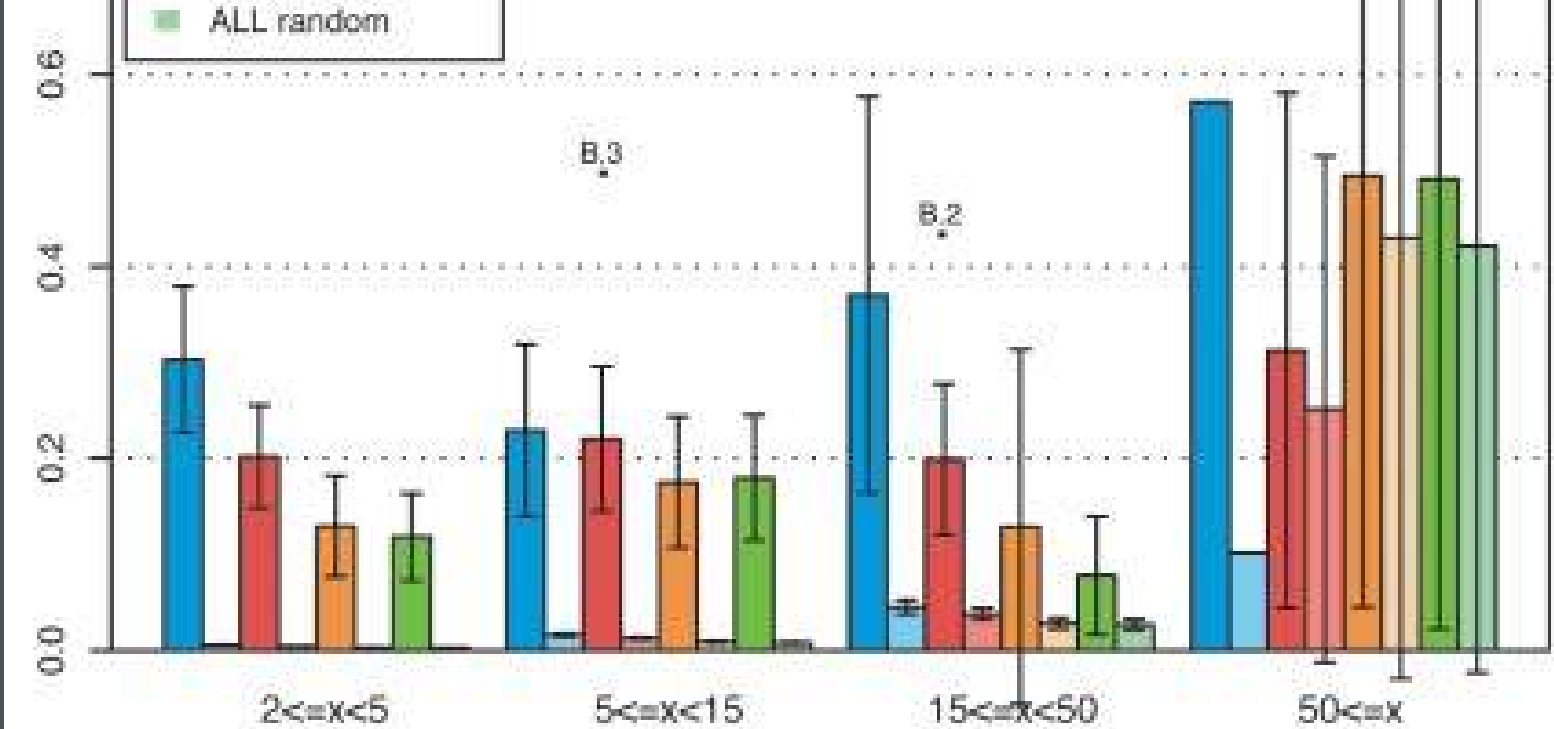Source: www.healthypeople2020.ph3
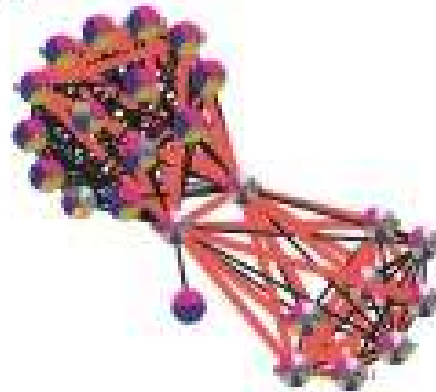
ASSESSING SYSTEMS & MEASURING RELATIONSHIPS

NETWORK ANALYSIS

Any structured technique used to mathematically analyze a network or system.

- Social
- Information
- Organizational
- Biological
- Technological
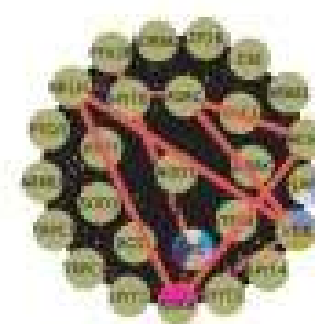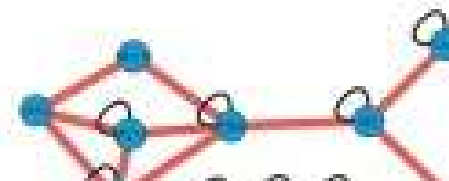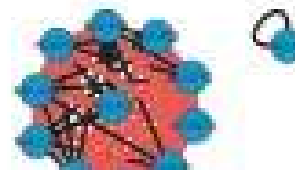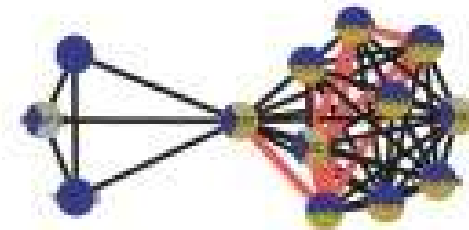
HOW CAN NETWORKS BE ANALYZED?

Structural Metrics (entire network)

    Graph density

    Diameter

    Clustering

Individual Metrics (node-specific)

    Degree

    Hub

    Centrality

Year	#	Density	Avg # ties
2009	55	2.2%	1.2
2010	90	2.7%	2.4
2011	85	5.3%	4.5
2012	82	8%	6.88

2011

2010

2009

2012
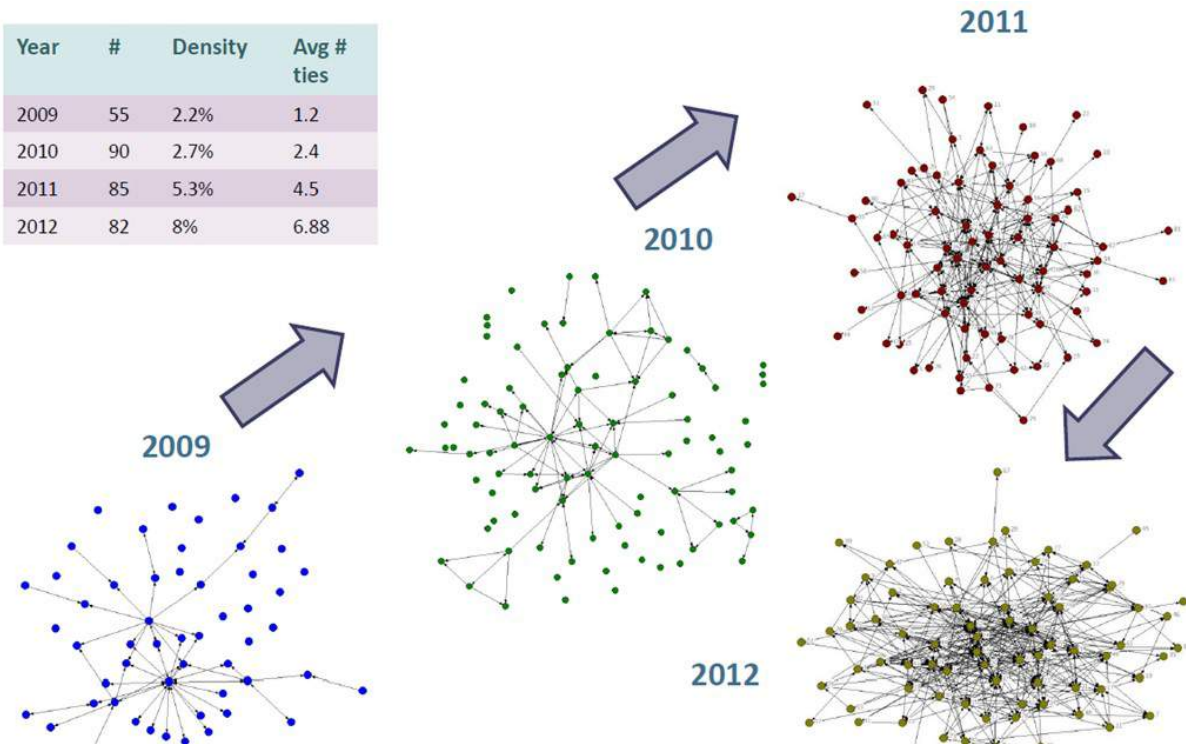
STUDY OVERVIEW

BETTER HEALTH TOGETHER ACH

- Accountable Community for Health Model
  - Washington, California, Minnesota, Vermont
  - ACH Organizations
- Better Health Together (BHT)
  - 6 counties, 3 tribal nations
  - ~600,000 people
  - Urban and rural

RESEARCH QUESTIONS

What does Eastern Washington's health system look like?

Where is the health system focusing its efforts?

Which organizations are key participants in Eastern Washington's health system?

How do these participants interact with one another?

How do subsystems differ by sector, geographic service area, and linkage type?

METHODS

Survey
Electronic and paper survey

Relational, categorical, and open-ended questions

Sample
3-phase snowball sampling method to network bounding
- Organization n=564
- Unique Partnerships n=9,039
- All Linkages n=17,417

34% survey response rate

Tools
Snap Survey

Gephi

Stata

ArcGIS Online

Piktochart

RESULTS

WHAT DOES EASTERN WASHINGTON'S HEALTH SYSTEM LOOK LIKE?

Social Sector

Health Sector

Public Sector

Education Sector

Business Sector
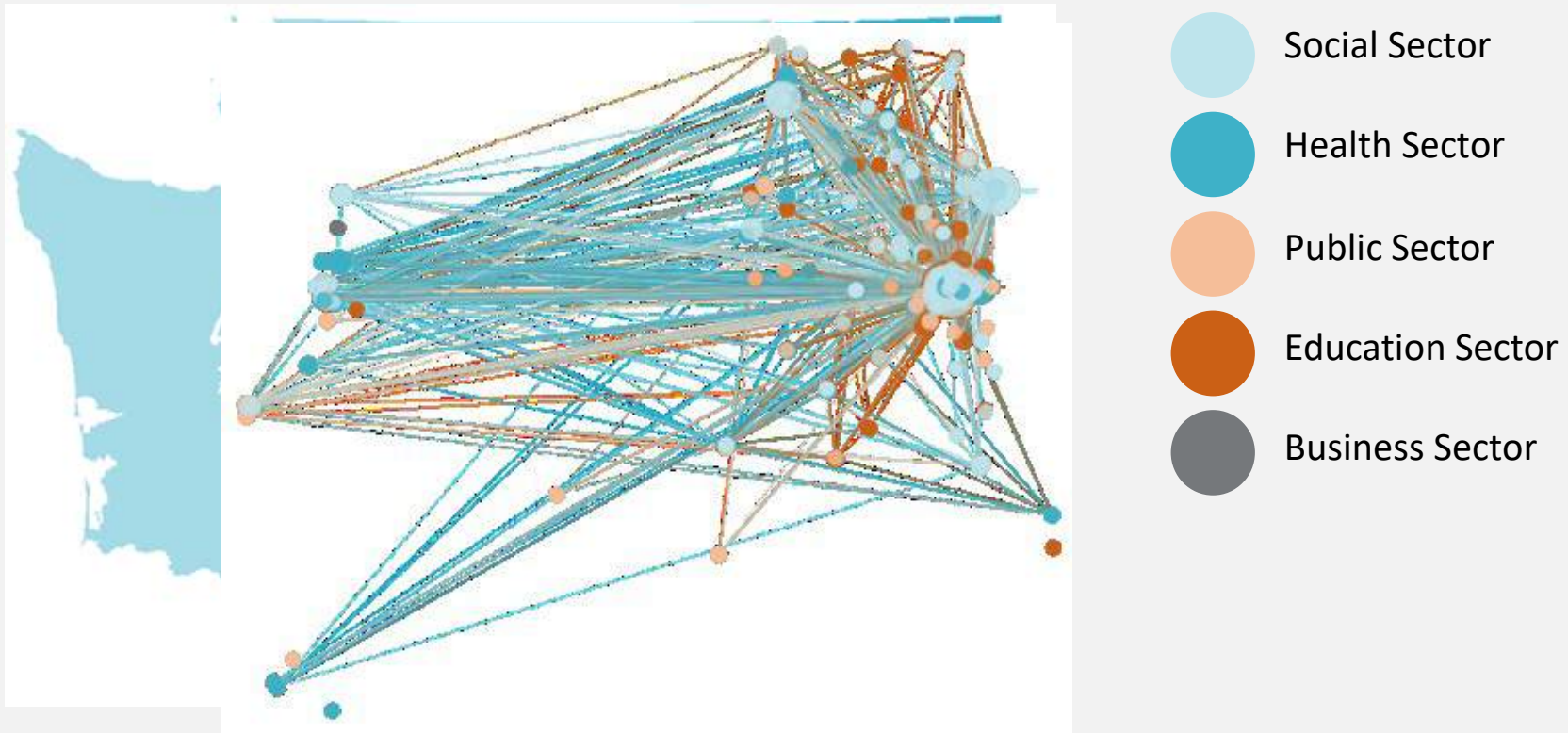
HOW DO ORGANIZATIONS INTERACT WITH ONE ANOTHER?

COLLABORATION

Collaboration could include exchanging information, attending meetings together, sharing resources, completing joint projects, etc.

REFERRAL

Client/patient referrals could include referring an individual to a health care provider, specialist, community support group, social service, etc.

DATA EXCHANGE

Client/patient data exchange includes the transfer of any personally identifying information.

EDUCATION

Education could include trainings, presentations, seminars, workshops, etc.

FINANCIAL SUPPORT

Financial support could take the form of grants, contracts, or other financial contributions, etc.

HOW DO SUBSYSTEMS DIFFER BY LINKAGE TYPE?

Collaboration
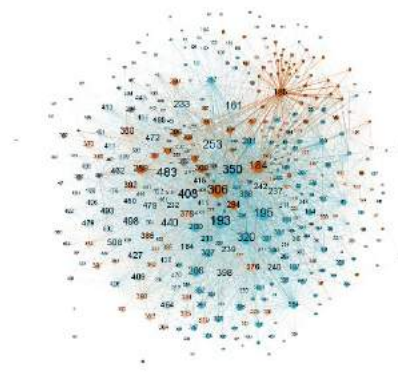
Referral
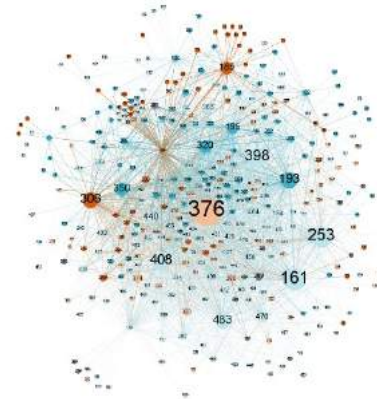
Data Exchange
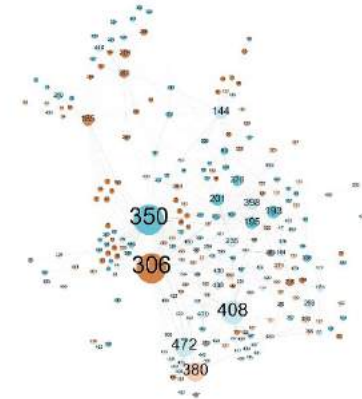
Education
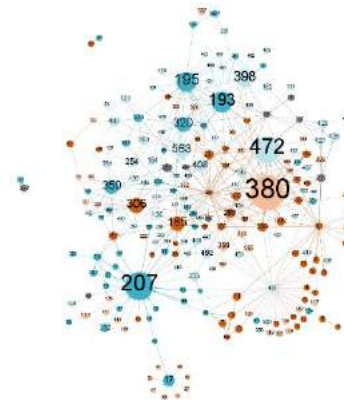
Financial Support

	# Orgs	# Linkages	Graph Density	Avg. Degree	A.W. Degree	Network Diameter	Avg. Path Length	Avg. Clustering Coefficient
BHT 6-County Region	**564**	**9,039**	**0.06**	**16**	**30.9**	**4**	**2.3**	**0.39**
Collaboration	412	5,050	0.03	12.3	27.3	5	2.2	0.42
Referral	362	2,726	0.02	7.5	12.8	8	3.2	0.17
Data Exchange	235	517	0.01	2.2	3	13	4.5	0.03
Education	223	473	0.01	2.1	2.4	9	2.6	0.05
Financial Support	228	273	0.01	1.2	1.3	4	1.5	0

DATA SENDING

DATA RECEIVING

HOW DO SUBSYSTEMS DIFFER BY GEOGRAPHIC SERVICE AREA?
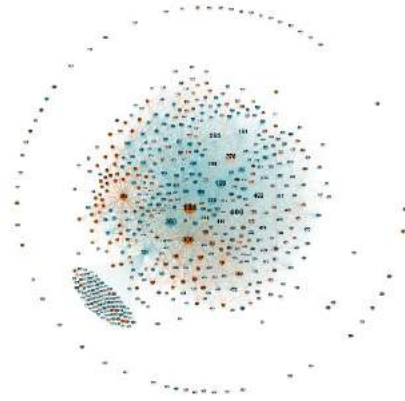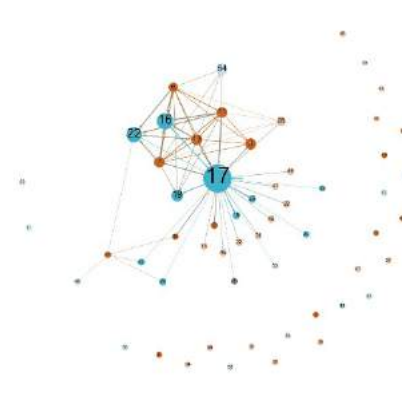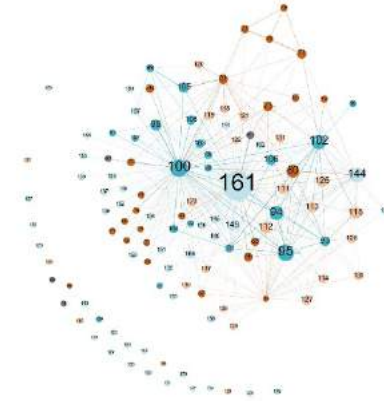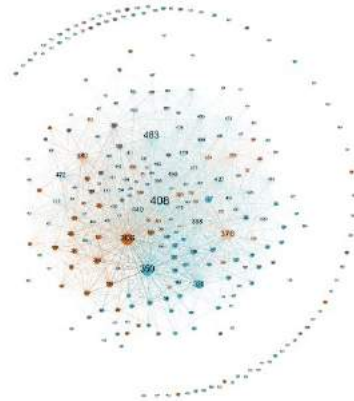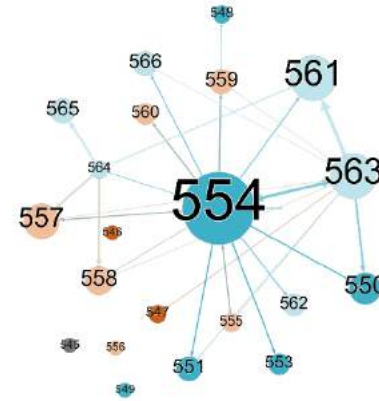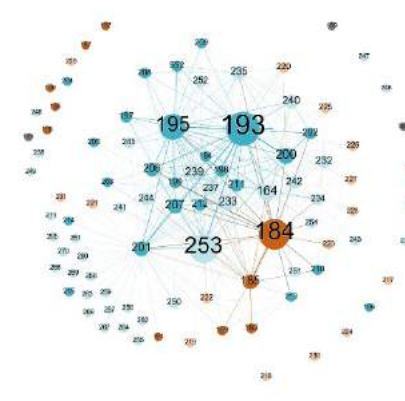
	# Orgs	# Linkages	Graph Density	Avg. Degree	A.W. Degree	Network Diameter	Avg. Path Length	Avg. Clustering Coefficient
BHT 6-County Region	**564**	**9,039**	**0.06**	**16**	**30.9**	**4**	**2.3**	**0.39**
Adams & Lincoln County	57	93	0.03	1.6	3.2	4	2	0.13
Northeast Tri-County	119	401	0.03	3.4	5	5	2.2	0.39
Spokane County	272	3,555	0.05	13.1	25.2	4	2	0.38
Tribal	21	42	0.1	2	3.4	4	1.9	0.36
Regional	95	50	0.05	4.74	11	3	2.2	0.27

HOW DO SECTORS INTERACT WITH ONE ANOTHER?
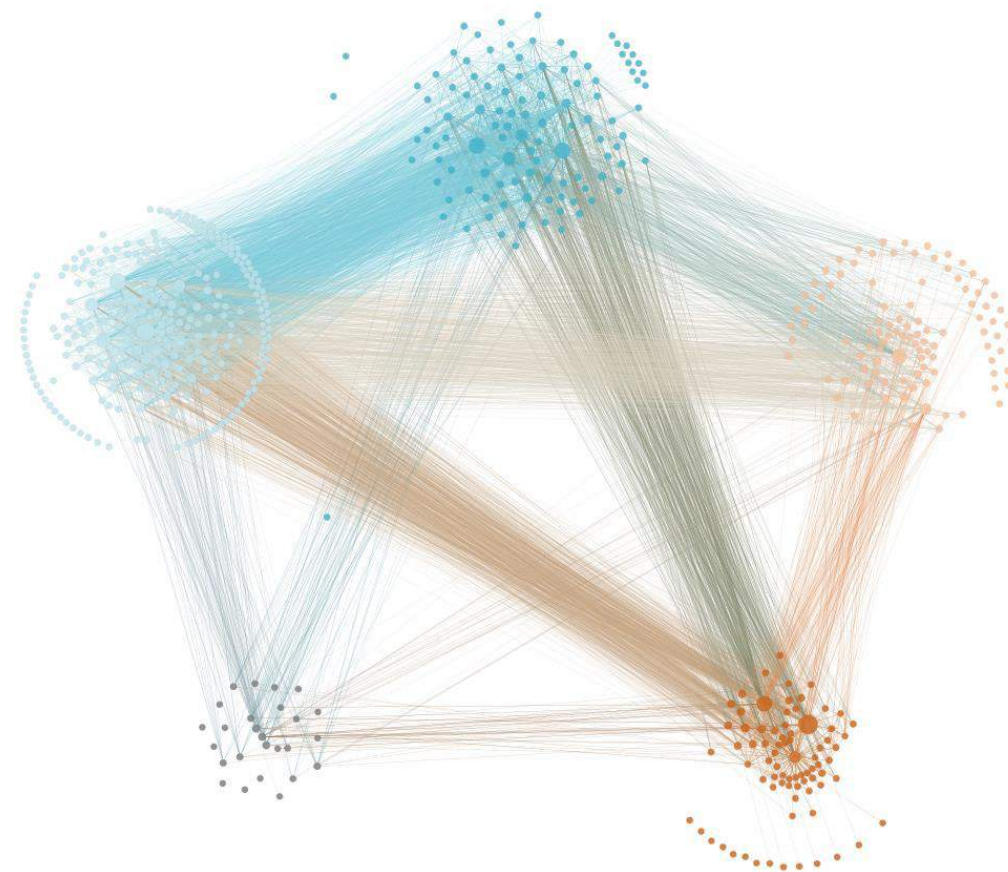
SOCIAL — Non-profit, faith-based, social services, community centers, etc.

HEALTH — Hospitals, clinics, health care providers, public health, etc.

PUBLIC — Government, libraries, fire, police, etc.

EDUCATION — School districts, higher education, early learning, education centers.

BUSINESS — Private sector, businesses, and economic development.

HOW DO SUBSYSTEMS DIFFER BY SECTOR?
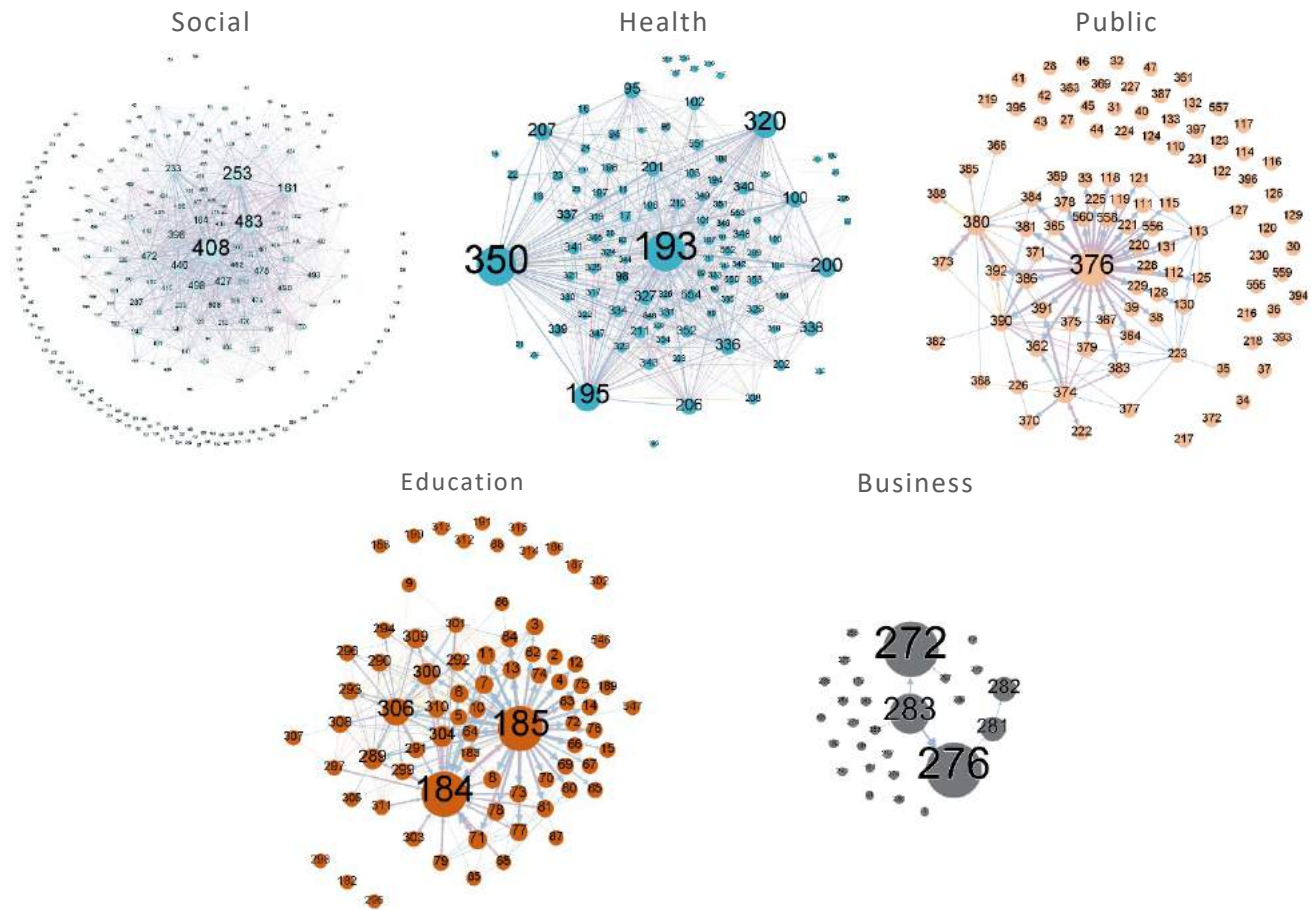
	# Orgs	# Linkages	Graph Density	Avg. Degree	A.W. Degree	Network Diameter	Avg. Path Length	Avg. Clustering Coefficient
BHT 6-County Region	**564**	**9,039**	**0.06**	**16**	**30.9**	**4**	**2.3**	**0.39**
Social Sector	249	1,926	0.03	7.7	14.6	5	2.2	0.31
Health Sector	108	1,091	0.09	10.1	18.5	4	2.1	0.52
Public Sector	103	170	0.02	1.6	3.7	5	2.3	0.12
Education Sector	78	329	0.06	4.2	12.5	4	2	0.48
Business Sector	27	7	0.01	0.3	0.4	5	2.3	0

HOW DO ORGANIZATIONS WORK TOGETHER ACROSS SECTORS?

CLM 8B: Health + Social Sectors
Cross-Sector Linkages: 1,860 (21% of all linkages)
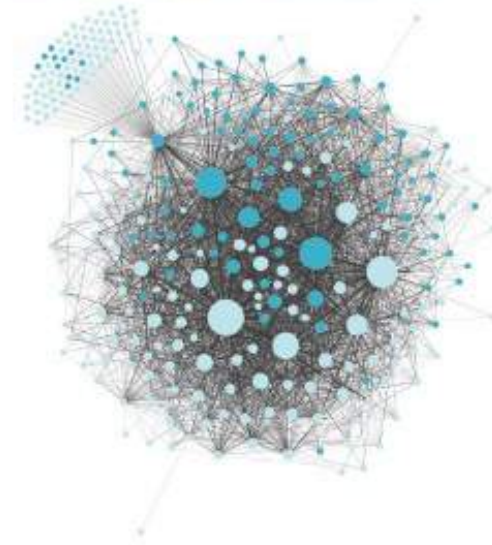
CLM 8C: Health + Public Sectors
Cross-Sector Linkages: 547 (6% of all linkages)
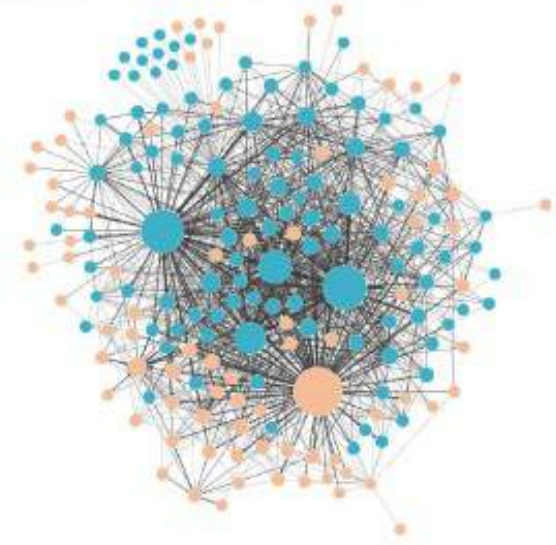
CLM 8D: Health + Education Sectors
Cross-Sector Linkages: 654 (7% of all linkages)
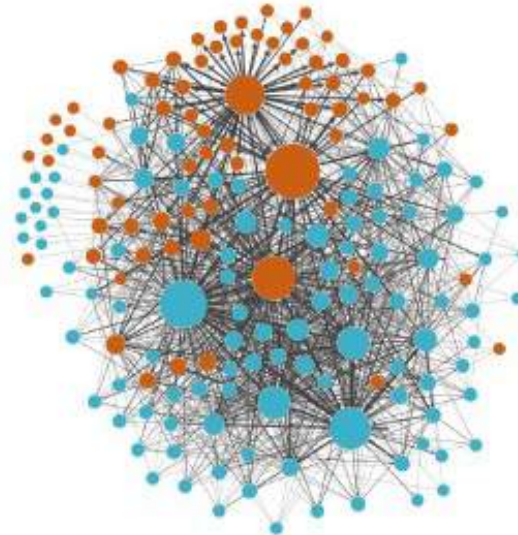
CLM 8E: Health + Business Sectors
Cross-Sector Linkages: 102 (1% of all linkages)

SOCIAL   HEALTH   PUBLIC   EDUCATION   BUSINESS
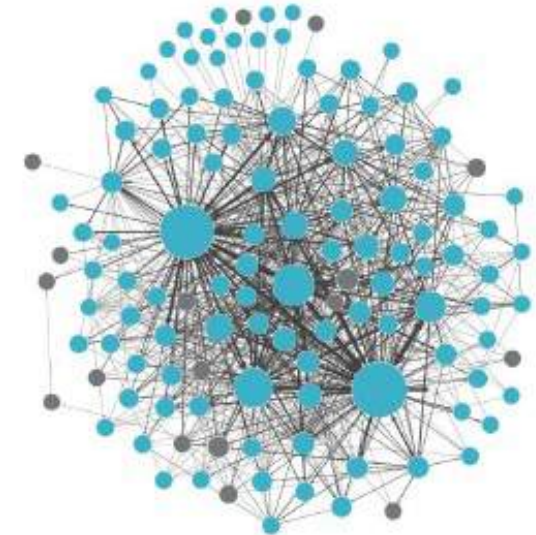
3 CONSIDERATIONS WHEN TRANSFORMING A HEALTH SYSTEM
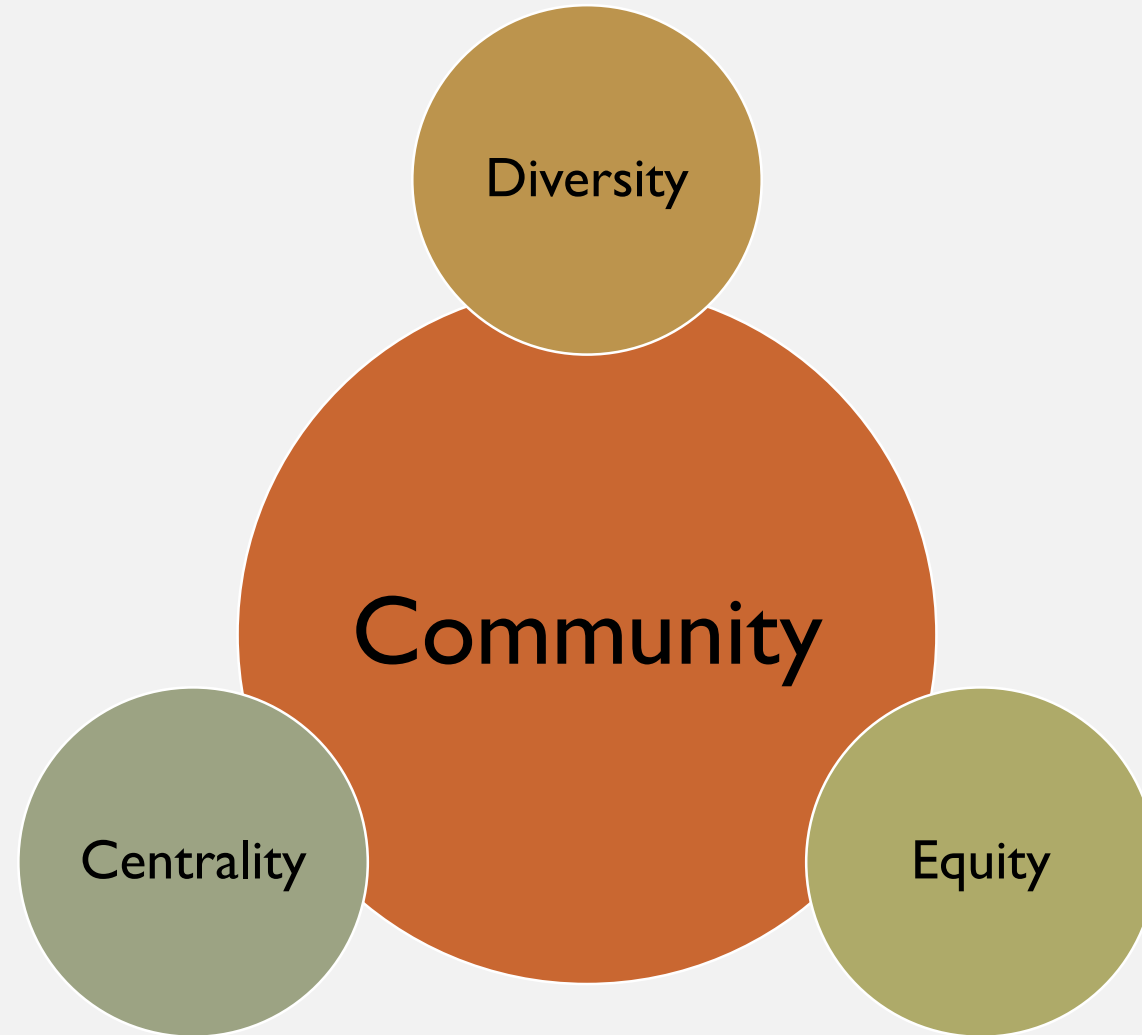
DIVERSITY

Collaborative networks addressing a broad problem set should have diverse member representation.

(Mitchell and Shortell 2000; Towe et al. 2016; Emerson and Nabatchi 2015)
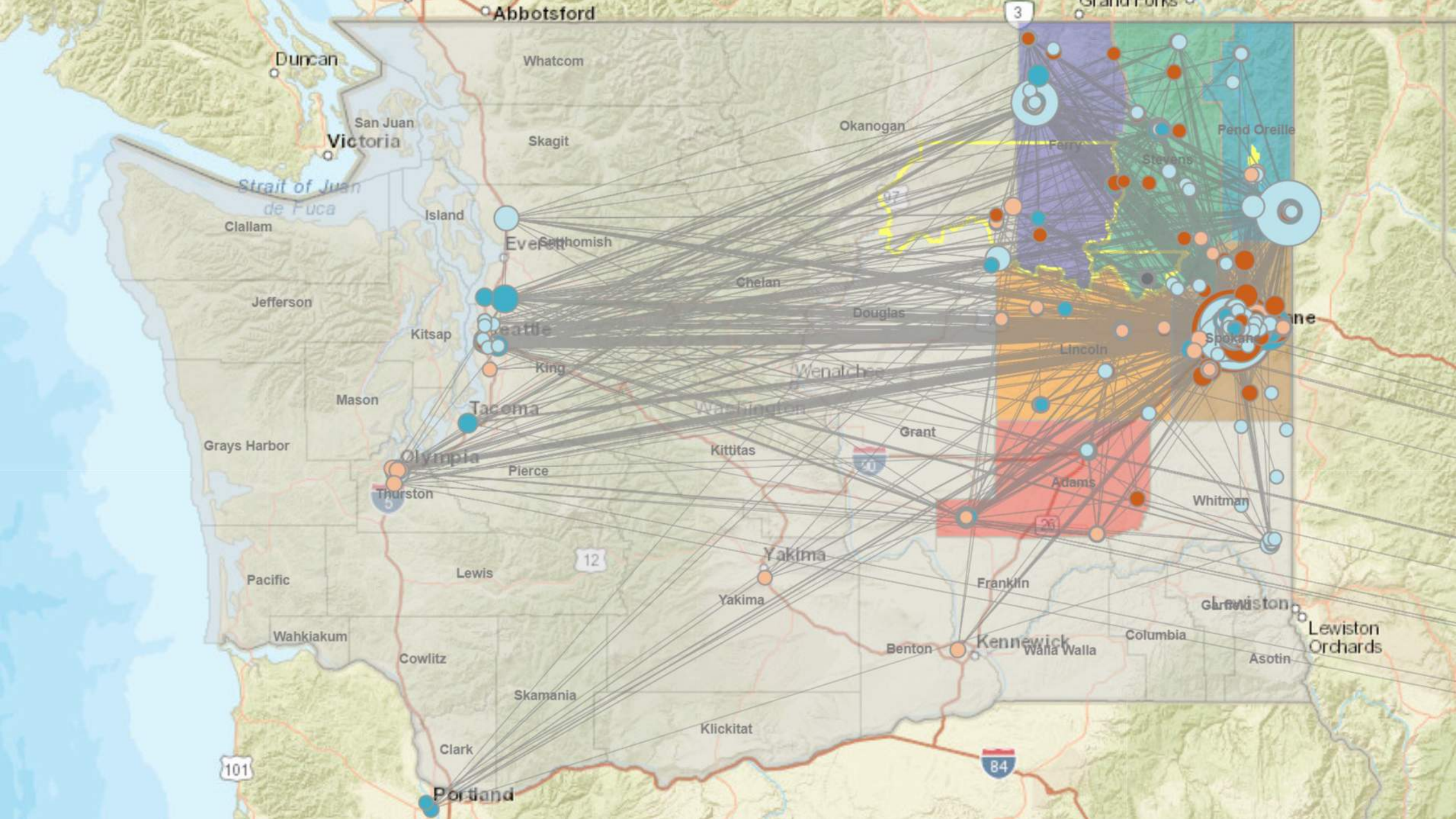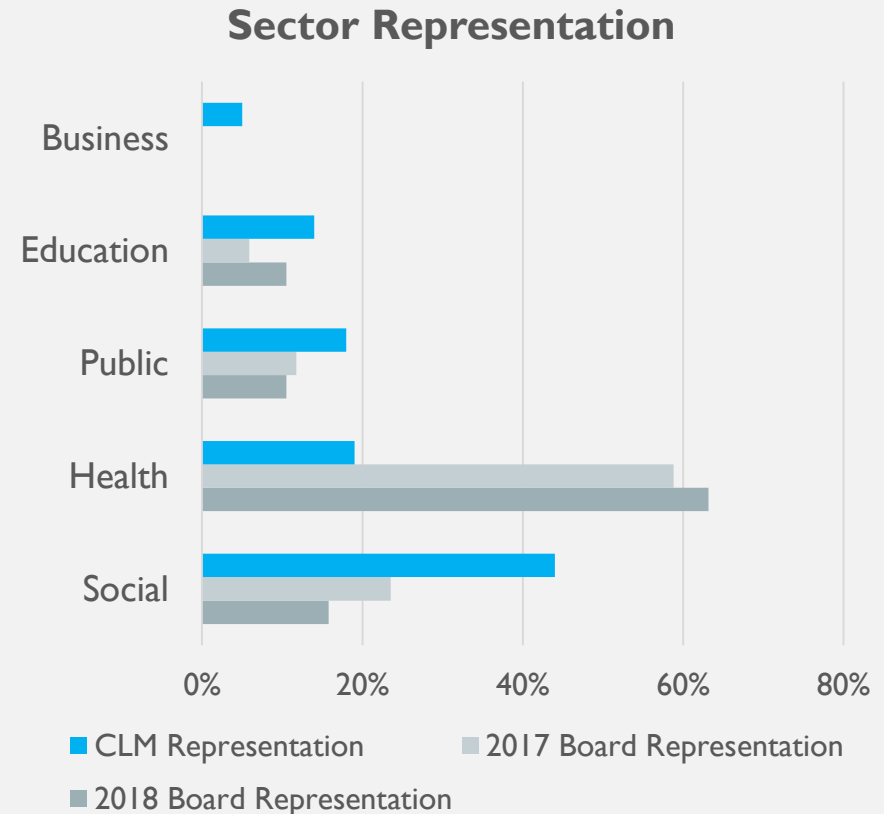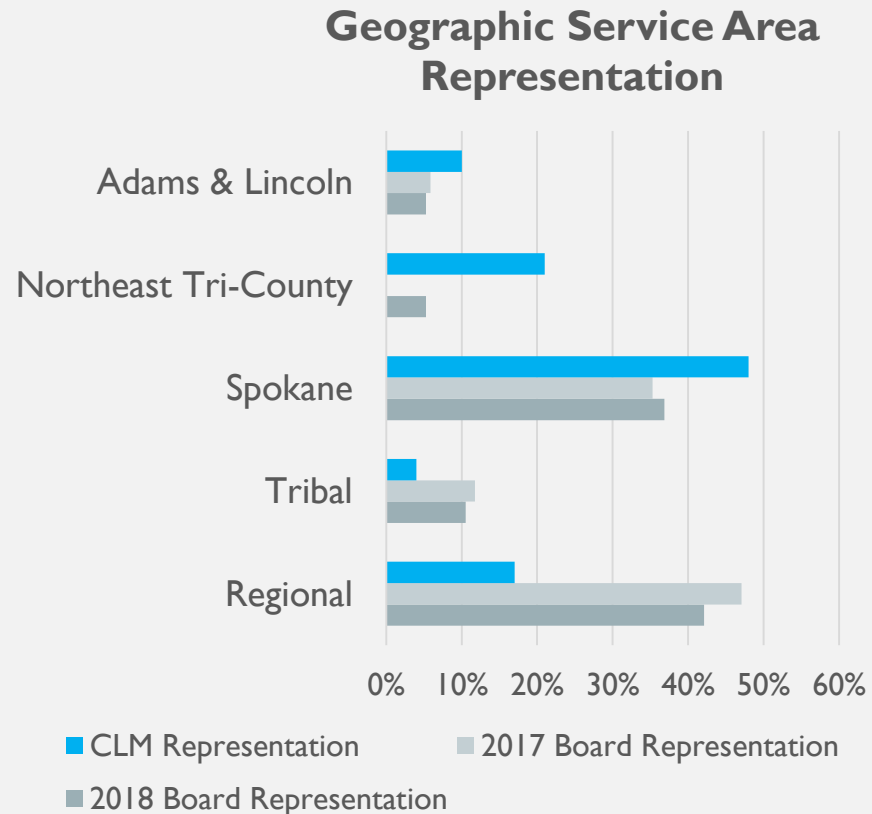
CENTRALITY

Health systems with a coordinating entity that have high centrality are associated with better outcomes.

(Burt 1982; Provan and Milward 1995; Mitchell and Shortell 2000)

COLLABORATION NETWORK

Nodes sized by **in-degree**.

BHT = orange node
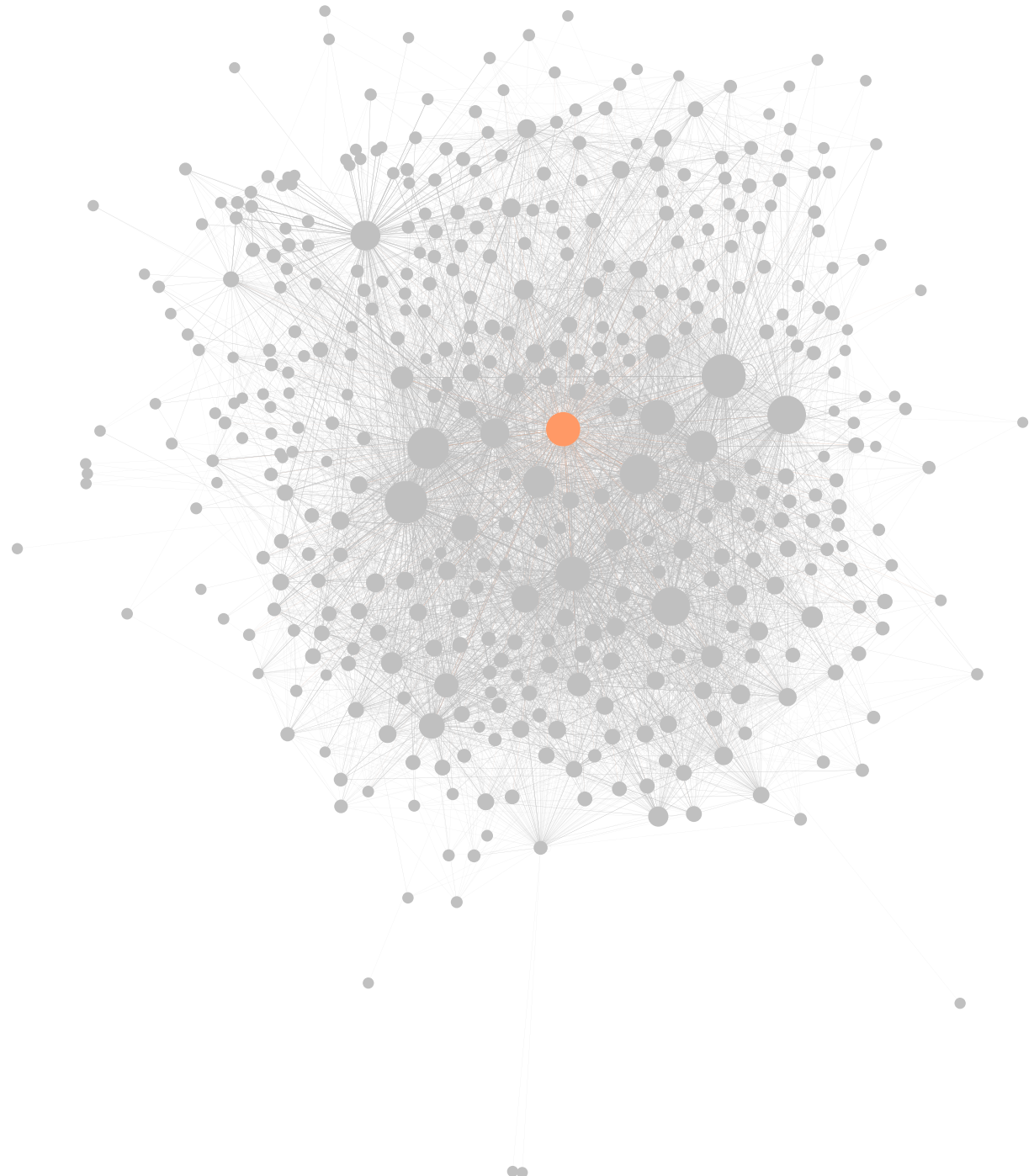
RECAP

Considerations when working to improve health systems at the organizational level:

Involve your community throughout the entire process!

1. Diversity
   - Strive for representative participation
     - Engage underrepresented groups
2. Equity
   - Ensure equitable distribution of power
     - Invite marginalized counties/sectors to decision-making tables and ensure resources are equitably distributed
3. Centrality
   - Work to increase coordinating entity's centrality
     - Connect with diverse organizations

WHAT'S NEXT?

Repeat study in 2019

- What's changed?

- Where are opportunities for improving care coordination?

- How have network interventions changed Eastern Washington's health system?

ACH-focused dissertation!

THANK YOU!

Stephanie Bultema
Visible Network Labs – Senior Research Scientist
Center on Network Science – Senior Researcher
CU Denver School of Public Affairs – PhD Student
Email: stephaniebultema@visiblenetworklabs.com
LinkedIn: https://www.linkedin.com/in/sbultema

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Towe, Vivian L., Laura Leviton, Anita Chandra, Jennifer C. Sloan, Margaret Tait, and Tracy Orleans. "Cross-Sector Collaborations And Partnerships: Essential Ingredients To Help Shape Health And Well-Being *Health Affairs* 35, no. 11: 1964-1969.

REFLECTING ON THE 3 CONSIDERATIONS

- How have you seen communities be effectively engaged in health systems?

- How is diversity honored in the health system(s) with which you work?

- How is Equity honored in the health system(s) with which you work?

- What has your experience been like with centralized vs. Decentralized health systems?

HOW HAVE YOU USED NETWORK ANALYSIS IN YOUR WORK (OR SEEN IT USED)?

APPENDIX A

Survey example - pick list

9. **Next to each organization below, mark the box for each type of work you did with that organization in the last year.** You may select more than one type of work done with each organization. Blank boxes indicate that no work of that type was done with the listed organization in the last year. If you notice an organization is missing from the organization listrs, you will have the opportunity to add it in manually at the end of this section.

Organizations have been divided into the following sectors:

BUSINESS: Private sector, businesses, and economic development.
PUBLIC: Government, libraries, fire, police, etc.
SOCIAL: Non-profit, faith-based, social services, community centers, etc.
HEALTH: Hospitals, clinics, health care providers, public health, etc.
EDUCATION: School districts, higher education, early learning, education centers.

ADAMS COUNTY & LINCOLN COUNTY ORGANIZATIONS BY SECTOR

ADAMS & LINCOLN COUNTIES: BUSINESS

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Othello Chamber of Commerce	☐	☐	☐	☐	☐	☐	☐	☐	☐

ADAMS & LINCOLN COUNTIES: PUBLIC

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Adams County Building and Planning	☐	☐	☐	☐	☐	☐	☐	☐	☐
Adams County Emergency Management	☐	☐	☐	☐	☐	☐	☐	☐	☐
Adams County Fire Protection District No. 5	☐	☐	☐	☐	☐	☐	☐	☐	☐
Adams County Government	☐	☐	☐	☐	☐	☐	☐	☐	☐
Adams County Juvenile Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Adams County Sheriff	☐	☐	☐	☐	☐	☐	☐	☐	☐
Almira, Town of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Davenport, City of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Lincoln County District Court	☐	☐	☐	☐	☐	☐	☐	☐	☐
Lincoln County Sheriff's Office	☐	☐	☐	☐	☐	☐	☐	☐	☐
Lincoln County Superior Court	☐	☐	☐	☐	☐	☐	☐	☐	☐
Mid-Columbia Libraries	☐	☐	☐	☐	☐	☐	☐	☐	☐
Odessa, Town of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Othello, City of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Reardan, Town of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ritzville, City of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washtucna, Town of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Wilbur, Town of	☐	☐	☐	☐	☐	☐	☐	☐	☐

APPENDIX B

Survey example - snowball

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Spokane County Regional Behavioral Health Organization	☐	☐	☐	☐	☐	☐	☐	☐	☐
UnitedHealthCare	☐	☐	☐	☐	☐	☐	☐	☐	☐
US Citizenship and Immigration Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
US Department of Veterans Affairs	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington CAN!	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State Attorney General's Office	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State Department of Ecology	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State Department of Labor and Industries	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State Department of Licensing	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State Human Rights Commission	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State Department of Transportation	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State Patrol Region 4	☐	☐	☐	☐	☐	☐	☐	☐	☐

9.b. Please list other organizations with which your organization has (or would like to have) worked in the last year that are not listed above:

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
	☐	☐	☐	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐	☐	☐	☐

better **health** together

POPULATION HEALTH | SOCIAL DETERMINANTS OF HEALTH
SYSTEMS SURVEY

The Better Health Together Accountable Community of Health is convening organizations across multiple sectors in order to develop a community strategy for health improvement across our 6 county region of Adams, Ferry, Lincoln, Pend Oreille, Spokane, and Stevens Counties. Our region is full of incredibly passionate people doing amazing work to combat health disparities and improve the lives of some of our most vulnerable community members every day. When we asked why our region still has some of the worst health outcomes rankings in the state, one central need was voiced over and over: a need to "coordinate the coordinators."

To that end, we have been working with the Spokane Regional Health District's Data Center to develop Network Maps that will visually depict and measure the relationships between organizations that impact health in our region. We intend for these Network Maps to be living tools that will be regularly updated as services are connected and scaled. They will be publicly hosted on our website, available for all to view and explore as a community tool for collaboration.

With this regional system view, we can work collaboratively to better connect services across sectors and counties, reduce duplication and address gaps in care to design a system that better supports all of us in making our region the healthiest region in the state, but **we need your help**. Please take a few moments to fill out this survey and help us build a complete map of our system.

When responding to this survey, try to respond from an organizational (rather than individual) perspective. Your answers to this survey are confidential. The survey will only take about 15-30 minutes to complete. Please return your survey in the pre-paid envelope provided. Thank you for your participation!

If you have questions, contact Hadley Morrow, BHT Communications Manager/ACH Program Manager, at (509) 321-7504 or Hadley@BetterHealthTogether.org.

1. Organization *(name the organization on behalf of which you are responding)***:**

[   ]

2. Organization Type:

☐ Business

☐ Education: Early Learning

☐ Education: K-12

☐ Education: Post-Secondary

☐ Faith-Based

☐ Government

☐ Health Care: Clinic

☐ Health Care: Dental Provider

☐ Health Care: Elder Care

☐ Health Care: Emergency Medical Services

☐ Health Care: Health Care Provider

☐ Health Care: Hospital

☐ Health Care: Managed Care Organization

☐ Health Care: Mental Health Provider

☐ Health Care: Substance Abuse Treatment

☐ Non-Profit

☐ Philanthropy/Foundation

☐ Public Health

☐ Public Safety

☐ Transportation

☐ Tribe: Colville Confederated Tribes

☐ Tribe: Kalispel Tribe of Indians

☐ Tribe: Spokane Tribe of Indians

☐ Tribe: Urban Indian Health Centers

☐ Other (please describe below):

2.a. Other Organization Type:

[   ]

3. Organization Address *(physical)***:**

Street:

[   ]

City/District:

[   ]

County/Reservation:

[   ]

Zip Code:

[   ]

4. Your Name:

[   ]

5. Program/Department *(name of organizational program/department with which you most closely work, if applicable)***:**

[   ]

6. Position Level:

☐ Front line staff / entry level

☐ Program management / supervisory level

☐ Senior management / executive level

7. In which of the following areas does your organization focus its activities/services? *Select all that apply for each strategy area.*

STRATEGY AREA: SOCIAL DETERMINANTS OF HEALTH

- [ ] **Housing:** Increasing accessibility and placement to affordable, safe, and stable living environments.
- [ ] **Income Stability:** Increasing opportunities for individuals and families to gain a stable income and assets.
- [ ] **Food:** Increasing accessibility to affordable and healthy food, and food literacy.
- [ ] **Transportation:** Increasing accessibility to affordable and reliable transportation.
- [ ] **Education:** Improving education attainment, especially for upward mobility in employment and quality of life.
- [ ] **Community Support:** Increasing access to socially supportive care and peer groups that foster an individual's sense of support and belonging.

STRATEGY AREA: POPULATION HEALTH

- [ ] **Adverse Childhood Experiences (ACEs):** Disrupting the intergenerational transfer of adverse childhood experiences.
- [ ] **Diabetes:** Preventing type 2 diabetes and building community resources that promote healthy choices for diabetics.
- [ ] **Oral Health:** Increasing oral health access and education.
- [ ] **Immunizations:** Increasing age-appropriate immunization rates.
- [ ] **Unintended Pregnancies:** Preventing unintended pregnancies.
- [ ] **eCigarettes / Tobacco / Marijuana Use:** Preventing initial usage of triangulum substances, and increasing access to quit supports.
- [ ] **Asthma:** Addressing environmental triggers of Asthma

8. What is your organization's target population?

☐ Any population ☐ Specific population(s) ☐ Both general and specific populations

If your organization does not focus on a specific population, skip 8.a. and continue on the next page.

8.a. Select all of the populations on which your organization focuses its service efforts. *Select all that apply.*

PEOPLE

☐ K-12 Students
☐ College / post-secondary education students
☐ Foster youth
☐ Formerly incarcerated / criminal history
☐ Homeless
☐ Immigrant
☐ LGBTQA
☐ People in crisis
☐ Racial / ethnic minority
☐ Refugee
☐ Tribal member
☐ Unemployed / underemployed
☐ Veterans

AGE

☐ Ages 0-5
☐ Ages 6-18
☐ Ages 19-24
☐ Ages 25-64
☐ Ages 65+

HEALTH STATUS

☐ Asthmatics
☐ Diabetics
☐ Pregnant women
☐ Tobacco / Marijuana / eCigarette users

ELIGIBILITY

☐ Food stamp eligible
☐ Medicaid eligible
☐ Medicare eligible
☐ SSI eligible

TOPIC

☐ Learning disability
☐ Mental illness
☐ Physical disability
☐ Substance use disorder

OTHER

[   ]

The next section of this survey asks about your organization's relationships with other organizations in the region. Try to respond from an <u>organizational perspective</u>.

You will be asked to identify inter-organizational relationships including:

COLLABORATION: Collaboration could include exchanging information, attending meetings together, sharing resources, completing joint projects, etc.

CLIENT/PATIENT REFERRALS: Client/patient referrals could include referring an individual to a health care provider, specialist, community support group, social service, etc.

CLIENT/PATIENT DATA EXCHANGE: Client/patient data exchange includes the transfer of any personally identifying information.

EDUCATION: Education could include trainings, presentations, seminars, workshops, etc.

FINANCIAL SUPPORT: Financial support could take the form of grants, contracts, or other financial contributions.

For each relationship type, you will indicate whether the relationship exists between your organization and each other organization listed.*

You may indicate a relationship within your own organization (e.g. between programs/departments) by selecting the appropriate relationship category next to your organization's name on the organization list.

9. Next to each organization below, mark the box for each type of work you did with that organization in the last year. You may select more than one type of work done with each organization. Blank boxes indicate that no work of that type was done with the listed organization in the last year. If you notice an organization is missing from the organization listrs, you will have the opportunity to add it in manually at the end of this section.

> *Organizations have been divided into the following sectors:*
>
> **BUSINESS:** Private sector, businesses, and economic development.
> **PUBLIC:** Government, libraries, fire, police, etc.
> **SOCIAL:** Non-profit, faith-based, social services, community centers, etc.
> **HEALTH:** Hospitals, clinics, health care providers, public health, etc.
> **EDUCATION:** School districts, higher education, early learning, education centers.

ADAMS COUNTY & LINCOLN COUNTY ORGANIZATIONS BY SECTOR

ADAMS & LINCOLN COUNTIES: BUSINESS

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Othello Chamber of Commerce	☐	☐	☐	☐	☐	☐	☐	☐	☐

ADAMS & LINCOLN COUNTIES: PUBLIC

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Adams County Building and Planning	☐	☐	☐	☐	☐	☐	☐	☐	☐
Adams County Emergency Management	☐	☐	☐	☐	☐	☐	☐	☐	☐
Adams County Fire Protection District No. 5	☐	☐	☐	☐	☐	☐	☐	☐	☐
Adams County Government	☐	☐	☐	☐	☐	☐	☐	☐	☐
Adams County Juvenile Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Adams County Sheriff	☐	☐	☐	☐	☐	☐	☐	☐	☐
Almira, Town of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Davenport, City of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Lincoln County District Court	☐	☐	☐	☐	☐	☐	☐	☐	☐
Lincoln County Sheriff's Office	☐	☐	☐	☐	☐	☐	☐	☐	☐
Lincoln County Superior Court	☐	☐	☐	☐	☐	☐	☐	☐	☐
Mid-Columbia Libraries	☐	☐	☐	☐	☐	☐	☐	☐	☐
Odessa, Town of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Othello, City of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Reardan, Town of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ritzville, City of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washtucna, Town of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Wilbur, Town of	☐	☐	☐	☐	☐	☐	☐	☐	☐

ADAMS & LINCOLN COUNTIES: SOCIAL

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Care and Share of Lincoln County	☐	☐	☐	☐	☐	☐	☐	☐	☐
Davenport Senior Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Family Resource Center of Lincoln County	☐	☐	☐	☐	☐	☐	☐	☐	☐
Harrington Food Bank	☐	☐	☐	☐	☐	☐	☐	☐	☐
Othello Food Bank	☐	☐	☐	☐	☐	☐	☐	☐	☐
Othello Housing Authority	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ritzville Food and Clothing Bank	☐	☐	☐	☐	☐	☐	☐	☐	☐
Rural Resources Community Action	☐	☐	☐	☐	☐	☐	☐	☐	☐
SkillSource	☐	☐	☐	☐	☐	☐	☐	☐	☐
Special Mobility Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Sprague Food Bank	☐	☐	☐	☐	☐	☐	☐	☐	☐

ADAMS & LINCOLN COUNTIES: HEALTH

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Adams County Health Department	☐	☐	☐	☐	☐	☐	☐	☐	☐
Adams County Integrated Health Care Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Columbia Basin Health Association	☐	☐	☐	☐	☐	☐	☐	☐	☐
East Adams Rural Healthcare	☐	☐	☐	☐	☐	☐	☐	☐	☐
In-Home Care of Central Washington	☐	☐	☐	☐	☐	☐	☐	☐	☐
Lincoln County Alcohol and Drug Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Lincoln County Health Department	☐	☐	☐	☐	☐	☐	☐	☐	☐
Lincoln Hospital District	☐	☐	☐	☐	☐	☐	☐	☐	☐
North West Rural Health Network	☐	☐	☐	☐	☐	☐	☐	☐	☐
Odessa Memorial Hospital	☐	☐	☐	☐	☐	☐	☐	☐	☐
Othello Community Hospital	☐	☐	☐	☐	☐	☐	☐	☐	☐

ADAMS & LINCOLN COUNTIES: EDUCATION

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Almira School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Benge School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Creston School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Davenport School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Harrington School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Lind School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Odessa School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Othello School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Reardan-Edwall School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ritzville School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Sprague Lamont School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washtucna School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Wilbur School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
WSU Lincoln Adams County Extension	☐	☐	☐	☐	☐	☐	☐	☐	☐

NORTHEAST TRI-COUNTY: BUSINESS

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Pend Oreille County Economic Development Council	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tri County Economic Development District	☐	☐	☐	☐	☐	☐	☐	☐	☐

NORTHEAST TRI-COUNTY: PUBLIC

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Colville, City of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ferry County Government	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ferry County Court Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ferry County Jail	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ferry County Public Utility District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ferry County Sheriff's Office	☐	☐	☐	☐	☐	☐	☐	☐	☐
North Central Regional Library	☐	☐	☐	☐	☐	☐	☐	☐	☐
Pend Oreille County Government	☐	☐	☐	☐	☐	☐	☐	☐	☐
Pend Oreille County Court Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Pend Oreille County Library District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Pend Oreille County Sheriff's Office	☐	☐	☐	☐	☐	☐	☐	☐	☐
Pend Oreille Public Utility	☐	☐	☐	☐	☐	☐	☐	☐	☐
Republic Community Library	☐	☐	☐	☐	☐	☐	☐	☐	☐
Republic Police Department	☐	☐	☐	☐	☐	☐	☐	☐	☐
Republic Ranger District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Republic, City of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Stevens County Court Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Stevens County Rural Library District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Stevens County Sheriff's Office	☐	☐	☐	☐	☐	☐	☐	☐	☐
US Border Patrol	☐	☐	☐	☐	☐	☐	☐	☐	☐

NORTHEAST TRI-COUNTY: SOCIAL

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Addy Rescue Mission Soup Kitchen	☐	☐	☐	☐	☐	☐	☐	☐	☐
Career Path Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Catholic Charities	☐	☐	☐	☐	☐	☐	☐	☐	☐
Chewelah Food Bank	☐	☐	☐	☐	☐	☐	☐	☐	☐
Chewelah Seventh-Day Adventist Church	☐	☐	☐	☐	☐	☐	☐	☐	☐
Colville Assembly of God	☐	☐	☐	☐	☐	☐	☐	☐	☐
Colville Food and Resource Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Cusick Food Pantry	☐	☐	☐	☐	☐	☐	☐	☐	☐
First Presbyterian Church of Republic	☐	☐	☐	☐	☐	☐	☐	☐	☐
First Step Children's Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Community Food Bank	☐	☐	☐	☐	☐	☐	☐	☐	☐
Job Corps	☐	☐	☐	☐	☐	☐	☐	☐	☐
Kettle Falls Community Chest Food Bank	☐	☐	☐	☐	☐	☐	☐	☐	☐
Kettle Falls Senior Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Loon Lake Food Bank	☐	☐	☐	☐	☐	☐	☐	☐	☐
NACS Thrift Shoppe	☐	☐	☐	☐	☐	☐	☐	☐	☐
Newport Food Bank	☐	☐	☐	☐	☐	☐	☐	☐	☐
Northport Food Bank	☐	☐	☐	☐	☐	☐	☐	☐	☐
Pend Oreille Crime Victim Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Republic Catholic Church	☐	☐	☐	☐	☐	☐	☐	☐	☐
Republic Nazarene Church	☐	☐	☐	☐	☐	☐	☐	☐	☐
Rural Resources Community Action	☐	☐	☐	☐	☐	☐	☐	☐	☐
Salvation Army	☐	☐	☐	☐	☐	☐	☐	☐	☐
Special Mobility Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tum Tum Community Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
WorkSource - Colville	☐	☐	☐	☐	☐	☐	☐	☐	☐

NORTHEAST TRI-COUNTY: HEALTH

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Addus Health Care	☐	☐	☐	☐	☐	☐	☐	☐	☐
Aging & Long Term Care of Eastern WA	☐	☐	☐	☐	☐	☐	☐	☐	☐
Chesterfield Health Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Chewelah Associated Physicians	☐	☐	☐	☐	☐	☐	☐	☐	☐
Dominicare In-Home Support Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ferry County EMS	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ferry County Hospital	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ferry County Public Hospital District	☐	☐	☐	☐	☐	☐	☐	☐	☐
N.E.W. Family Life Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Newport Hospital & Health Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
North West Rural Health Network	☐	☐	☐	☐	☐	☐	☐	☐	☐
Northeast Tri-County Health District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Northeast Washington Alliance Counseling	☐	☐	☐	☐	☐	☐	☐	☐	☐
Northeast Washington Health Programs	☐	☐	☐	☐	☐	☐	☐	☐	☐
Northeast Washington Medical Group	☐	☐	☐	☐	☐	☐	☐	☐	☐
Pend Oreille County Counseling Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Providence - Mount Carmel Hospital	☐	☐	☐	☐	☐	☐	☐	☐	☐
Providence - St. Joseph's Hospital	☐	☐	☐	☐	☐	☐	☐	☐	☐
Youth Emergency Services of Pend Oreille	☐	☐	☐	☐	☐	☐	☐	☐	☐

NORTHEAST TRI-COUNTY: EDUCATION

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Chewelah Early Learning Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Chewelah School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Columbia School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Colville School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Curlew School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Cusick School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Inchelium School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Kettle Falls School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Loon Lake School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Mary Walker School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Newport School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Northport School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Onion Creek School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Republic School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Selkirk School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Summit Valley School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Valley School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Wellpinit School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
WSU Ferry County Extension	☐	☐	☐	☐	☐	☐	☐	☐	☐
WSU Pend Oreille County Extension	☐	☐	☐	☐	☐	☐	☐	☐	☐
WSU Stevens County Extension	☐	☐	☐	☐	☐	☐	☐	☐	☐

SPOKANE COUNTY: BUSINESS

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Avista Utilities	☐	☐	☐	☐	☐	☐	☐	☐	☐
Better Business Bureau of Eastern Washington	☐	☐	☐	☐	☐	☐	☐	☐	☐
Goodale and Barbieri Company	☐	☐	☐	☐	☐	☐	☐	☐	☐
Greater Spokane Incorporated (GSI)	☐	☐	☐	☐	☐	☐	☐	☐	☐
Greater Spokane Valley Chamber of Commerce	☐	☐	☐	☐	☐	☐	☐	☐	☐
Rotary Club of Spokane	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Workforce Development Council	☐	☐	☐	☐	☐	☐	☐	☐	☐

SPOKANE COUNTY: PUBLIC

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Cheney, City of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Department of Corrections - Spokane	☐	☐	☐	☐	☐	☐	☐	☐	☐
Fairchild Air Force Base	☐	☐	☐	☐	☐	☐	☐	☐	☐
Liberty Lake Municipal Library	☐	☐	☐	☐	☐	☐	☐	☐	☐
Liberty Lake Police Department	☐	☐	☐	☐	☐	☐	☐	☐	☐
Medical Lake Parks and Recreation	☐	☐	☐	☐	☐	☐	☐	☐	☐
Office of Neighborhood Services and Code Enforcement	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane City Public Library	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane County Court Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane County Housing and Community Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane County Jail	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane County Library District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane County Sheriff's Office	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane County Traffic Safety Commission	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane County Veteran's Service	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Fire Department	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Parks and Recreation	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Police Department	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Regional Transportation Council	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Teachers Credit Union	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Transit Authority	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Valley, City of	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Valley Fire Department	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane, City of	☐	☐	☐	☐	☐	☐	☐	☐	☐

SPOKANE COUNTY: SOCIAL

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Aging & Long Term Care of Eastern WA	☐	☐	☐	☐	☐	☐	☐	☐	☐
Arc of Spokane	☐	☐	☐	☐	☐	☐	☐	☐	☐
Big Table	☐	☐	☐	☐	☐	☐	☐	☐	☐
Boy Scouts of America	☐	☐	☐	☐	☐	☐	☐	☐	☐
Boys and Girls Club of Spokane County	☐	☐	☐	☐	☐	☐	☐	☐	☐
Career Path Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
CASH Coalition	☐	☐	☐	☐	☐	☐	☐	☐	☐
Catholic Charities	☐	☐	☐	☐	☐	☐	☐	☐	☐
Center For Justice	☐	☐	☐	☐	☐	☐	☐	☐	☐
Christ Kitchen	☐	☐	☐	☐	☐	☐	☐	☐	☐
Communities in Schools of Spokane County	☐	☐	☐	☐	☐	☐	☐	☐	☐
Community Frameworks	☐	☐	☐	☐	☐	☐	☐	☐	☐
Community Minded Enterprises	☐	☐	☐	☐	☐	☐	☐	☐	☐
Cup of Cool Water Ministries	☐	☐	☐	☐	☐	☐	☐	☐	☐
Deer Park Senior Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Edible Tree Project	☐	☐	☐	☐	☐	☐	☐	☐	☐
Excelerate Success	☐	☐	☐	☐	☐	☐	☐	☐	☐
Family Promise	☐	☐	☐	☐	☐	☐	☐	☐	☐
First Presbyterian Church of Spokane	☐	☐	☐	☐	☐	☐	☐	☐	☐
Fostering WA	☐	☐	☐	☐	☐	☐	☐	☐	☐
Futurewise	☐	☐	☐	☐	☐	☐	☐	☐	☐
Goodwill Industries of the Inland Northwest	☐	☐	☐	☐	☐	☐	☐	☐	☐
Greater Spokane Association of Evangelicals	☐	☐	☐	☐	☐	☐	☐	☐	☐
Greater Spokane County Meals on Wheels	☐	☐	☐	☐	☐	☐	☐	☐	☐
Habitat for Humanity	☐	☐	☐	☐	☐	☐	☐	☐	☐
Hot Spotters	☐	☐	☐	☐	☐	☐	☐	☐	☐
Job Corps	☐	☐	☐	☐	☐	☐	☐	☐	☐
Life Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Local Inland Northwest Cooperative	☐	☐	☐	☐	☐	☐	☐	☐	☐
Lutheran Community Services Northwest	☐	☐	☐	☐	☐	☐	☐	☐	☐
Manito Presbyterian Church	☐	☐	☐	☐	☐	☐	☐	☐	☐

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Martin Luther King Jr. Family Outreach Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Millwood Community Presbyterian Church	☐	☐	☐	☐	☐	☐	☐	☐	☐
National Association for the Advancement of Colored People (NAACP)	☐	☐	☐	☐	☐	☐	☐	☐	☐
Northwest Fair Housing Alliance	☐	☐	☐	☐	☐	☐	☐	☐	☐
Odyssey Youth Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Operation Healthy Family	☐	☐	☐	☐	☐	☐	☐	☐	☐
Our Place Ministries	☐	☐	☐	☐	☐	☐	☐	☐	☐
Partners with Families and Children	☐	☐	☐	☐	☐	☐	☐	☐	☐
Peace and Justice Action League of Spokane	☐	☐	☐	☐	☐	☐	☐	☐	☐
Priority Spokane	☐	☐	☐	☐	☐	☐	☐	☐	☐
Refugee Connections Spokane	☐	☐	☐	☐	☐	☐	☐	☐	☐
Salvation Army	☐	☐	☐	☐	☐	☐	☐	☐	☐
Skils'kin	☐	☐	☐	☐	☐	☐	☐	☐	☐
Special Mobility Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Alliance	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Arts	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Cares	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Food Policy Council	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Housing Authority	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Housing Ventures	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Interfaith Council	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Low Income Housing Consortium	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Ministers Fellowship	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Neighborhood Action Partners (SNAP)	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Valley Partners	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tenants Union of Washington State	☐	☐	☐	☐	☐	☐	☐	☐	☐
Terrain	☐	☐	☐	☐	☐	☐	☐	☐	☐
The City Gate	☐	☐	☐	☐	☐	☐	☐	☐	☐
THE ZONE PROJECT	☐	☐	☐	☐	☐	☐	☐	☐	☐
Union Gospel Mission	☐	☐	☐	☐	☐	☐	☐	☐	☐

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
United Way	☐	☐	☐	☐	☐	☐	☐	☐	☐
Unity Church	☐	☐	☐	☐	☐	☐	☐	☐	☐
Volunteers of America	☐	☐	☐	☐	☐	☐	☐	☐	☐
Westminster Congregational United Church	☐	☐	☐	☐	☐	☐	☐	☐	☐
WorkSource	☐	☐	☐	☐	☐	☐	☐	☐	☐
World Relief	☐	☐	☐	☐	☐	☐	☐	☐	☐
YFA Connections	☐	☐	☐	☐	☐	☐	☐	☐	☐
YMCA of the Inland Northwest	☐	☐	☐	☐	☐	☐	☐	☐	☐
YWCA of Spokane	☐	☐	☐	☐	☐	☐	☐	☐	☐

SPOKANE COUNTY: HEALTH

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
American Medical Response	☐	☐	☐	☐	☐	☐	☐	☐	☐
Assured Home Health	☐	☐	☐	☐	☐	☐	☐	☐	☐
Cancer Care Northwest	☐	☐	☐	☐	☐	☐	☐	☐	☐
CHAS Health	☐	☐	☐	☐	☐	☐	☐	☐	☐
Christ Clinic	☐	☐	☐	☐	☐	☐	☐	☐	☐
Columbia Medical Associates	☐	☐	☐	☐	☐	☐	☐	☐	☐
Daybreak Youth Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Deer Park Family Care Clinic	☐	☐	☐	☐	☐	☐	☐	☐	☐
Eastern State Hospital	☐	☐	☐	☐	☐	☐	☐	☐	☐
Excelsior Youth Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Frontier Behavioral Health	☐	☐	☐	☐	☐	☐	☐	☐	☐
Health Sciences Services Authority	☐	☐	☐	☐	☐	☐	☐	☐	☐
Hospice of Spokane	☐	☐	☐	☐	☐	☐	☐	☐	☐
Inland Northwest Blood Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Inland Northwest Health Services (INHS)	☐	☐	☐	☐	☐	☐	☐	☐	☐
National Alliance on Mental Illness (NAMI)	☐	☐	☐	☐	☐	☐	☐	☐	☐
Planned Parenthood of Greater WA and ID	☐	☐	☐	☐	☐	☐	☐	☐	☐
Providence Health & Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Providence Holy Family Hospital	☐	☐	☐	☐	☐	☐	☐	☐	☐
Providence Sacred Heart Medical Center & Children's Hospital	☐	☐	☐	☐	☐	☐	☐	☐	☐
Providence St. Joseph Care Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Rockwood Health System	☐	☐	☐	☐	☐	☐	☐	☐	☐
Rockwood Valley Hospital and Medical Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Rockwood Deaconess Hospital	☐	☐	☐	☐	☐	☐	☐	☐	☐
Rockwood Home Health	☐	☐	☐	☐	☐	☐	☐	☐	☐
Shriners Hospital for Children	☐	☐	☐	☐	☐	☐	☐	☐	☐
Smile Spokane	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane AIDS Network	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane County Medical Society	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane District Dental Society	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Regional Health District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Teaching Health Clinic	☐	☐	☐	☐	☐	☐	☐	☐	☐

SPOKANE COUNTY: HEALTH, continued...

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Spokane VA Medical Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
St. Luke's Rehabilitation Institute	☐	☐	☐	☐	☐	☐	☐	☐	☐
Unify Community Health	☐	☐	☐	☐	☐	☐	☐	☐	☐

SPOKANE COUNTY: EDUCATION

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Central Valley School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Cheney School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Community Colleges of Spokane	☐	☐	☐	☐	☐	☐	☐	☐	☐
Deer Park School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
East Valley School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Eastern Washington University	☐	☐	☐	☐	☐	☐	☐	☐	☐
Gonzaga University	☐	☐	☐	☐	☐	☐	☐	☐	☐
Liberty School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Mobius Science Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Riverside School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Salish School of Spokane	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Public Schools	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State University Spokane	☐	☐	☐	☐	☐	☐	☐	☐	☐
West Valley School District	☐	☐	☐	☐	☐	☐	☐	☐	☐
Whitworth University	☐	☐	☐	☐	☐	☐	☐	☐	☐

COLVILLE CONFEDERATED TRIBES, KALISPEL TRIBE OF INDIANS, & SPOKANE TRIBE ORGANIZATIONS

TRIBAL

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
American Indian Community Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Bureau of Indian Affairs	☐	☐	☐	☐	☐	☐	☐	☐	☐
Camas Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Camas Center Clinic	☐	☐	☐	☐	☐	☐	☐	☐	☐
Camas Path	☐	☐	☐	☐	☐	☐	☐	☐	☐
Colville Tribal College	☐	☐	☐	☐	☐	☐	☐	☐	☐
Colville Tribal Correctional Facilities	☐	☐	☐	☐	☐	☐	☐	☐	☐
Colville Tribal Convalescent Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Confederated Tribes of the Colville Reservation	☐	☐	☐	☐	☐	☐	☐	☐	☐
Inchelium Community Health Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Indian Health Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Healing Lodge of the Seven Nations	☐	☐	☐	☐	☐	☐	☐	☐	☐
Kalispel Tribe of Indians	☐	☐	☐	☐	☐	☐	☐	☐	☐
KALTRAN Tribal Transit	☐	☐	☐	☐	☐	☐	☐	☐	☐
Potlatch Fund	☐	☐	☐	☐	☐	☐	☐	☐	☐
San Poil Valley Community Health Center	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Tribal College	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Tribal Network	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Tribal TANF	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Tribe Economic Project	☐	☐	☐	☐	☐	☐	☐	☐	☐
Spokane Tribe of Indians	☐	☐	☐	☐	☐	☐	☐	☐	☐
The NATIVE Project	☐	☐	☐	☐	☐	☐	☐	☐	☐

REGIONAL

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
211	☐	☐	☐	☐	☐	☐	☐	☐	☐
2nd Harvest	☐	☐	☐	☐	☐	☐	☐	☐	☐
Amerigroup	☐	☐	☐	☐	☐	☐	☐	☐	☐
Better Health Together	☐	☐	☐	☐	☐	☐	☐	☐	☐
Bridgespan	☐	☐	☐	☐	☐	☐	☐	☐	☐
Community Health Plan of Washington	☐	☐	☐	☐	☐	☐	☐	☐	☐
Coordinated Care	☐	☐	☐	☐	☐	☐	☐	☐	☐
Department of Children and Family Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
DSHS- Aging and Long-Term Support Administration	☐	☐	☐	☐	☐	☐	☐	☐	☐
DSHS- Community Services Office - Eastern Washington	☐	☐	☐	☐	☐	☐	☐	☐	☐
DSHS- Developmental Disabilities Administration	☐	☐	☐	☐	☐	☐	☐	☐	☐
DSHS- Eastern Washington Center for the Deaf and Hard of Hearing	☐	☐	☐	☐	☐	☐	☐	☐	☐
DSHS-Children's Administration	☐	☐	☐	☐	☐	☐	☐	☐	☐
DSHS-Division of Child Support Enforcement	☐	☐	☐	☐	☐	☐	☐	☐	☐
DSHS-Division of Disability Determination Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
DSHS-Juvenile Rehabilitation Administration	☐	☐	☐	☐	☐	☐	☐	☐	☐
Empire Health Foundation	☐	☐	☐	☐	☐	☐	☐	☐	☐
Family Impact Network	☐	☐	☐	☐	☐	☐	☐	☐	☐
Group Health Cooperative	☐	☐	☐	☐	☐	☐	☐	☐	☐
Kaiser Foundation Health Plan of the Northwest	☐	☐	☐	☐	☐	☐	☐	☐	☐
LifeWise	☐	☐	☐	☐	☐	☐	☐	☐	☐
Molina	☐	☐	☐	☐	☐	☐	☐	☐	☐
NorthEast Washington Educational Service District 101 (NEW ESD 101)	☐	☐	☐	☐	☐	☐	☐	☐	☐
Northwest Justice Project	☐	☐	☐	☐	☐	☐	☐	☐	☐
Premera Blue Cross	☐	☐	☐	☐	☐	☐	☐	☐	☐
Regence Blue Shield	☐	☐	☐	☐	☐	☐	☐	☐	☐

REGIONAL, continued...

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
Spokane County Regional Behavioral Health Organization	☐	☐	☐	☐	☐	☐	☐	☐	☐
UnitedHealthCare	☐	☐	☐	☐	☐	☐	☐	☐	☐
US Citizenship and Immigration Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
US Department of Veterans Affairs	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington CAN!	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State Attorney General's Office	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State Department of Ecology	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State Department of Labor and Industries	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State Department of Licensing	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State Human Rights Commission	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State Department of Transportation	☐	☐	☐	☐	☐	☐	☐	☐	☐
Washington State Patrol Region 4	☐	☐	☐	☐	☐	☐	☐	☐	☐

9.b. Please list other organizations with which your organization has (or would like to have) worked in the last year that are not listed above:

	Collaborate	Send Referrals	Receive Referrals	Send Data	Receive Data	Provide Education	Receive Education	Send Financial Support	Receive Financial Support
	☐	☐	☐	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐	☐	☐	☐
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	☐	☐	☐	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐	☐	☐	☐

Thank you for taking the time to share how your organization fits into our regional population and social determinants of health systems!

The Network Maps resulting from this survey will visually depict the relationships between the organizations that impact health in our region. These Network Maps will be living tools that are regularly updated. They will be publicly hosted on Better Health Together's website, available for all to view and explore as a community tool for collaboration.

With this regional system view, we can work collaboratively to better connect services across sectors and counties, reduce duplication and address gaps in care to design a system that better supports all of us in making our region the healthiest region in the state. Thank you for helping us to build a complete map of our system.

10. Please share any questions or comments you have about this survey or the resulting Network Maps in the space below: