Measuring collaboration between child- and adult-serving programs

Maryann Davis, PhD · *University Massachusetts Medical School, Worcester, MA*
Nancy Koroloff, PhD · *Portland State University*
Kathryn Sabella, MA · *University Massachusetts Medical School, Worcester, MA*
Marianne Sarkis, PhD · *Clark University, Worcester, MA*

Transitions RTC

Acknowledgements

The Transitions RTC aims to improve the supports for youth and young adults, ages 14-30, with serious mental health conditions who are trying to successfully complete their schooling and training and move into rewarding work lives. We are located at the University Massachusetts Medical School, Worcester, MA, Department Psychiatry, Systems & Psychosocial Advances Research Center. Visit us at:

http://labs.umassmed.edu/transitionsRTC/index.htm

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Transitions RTC

Systems and Psychosocial Advances Research Center SPARC

University of Massachusetts Medical School

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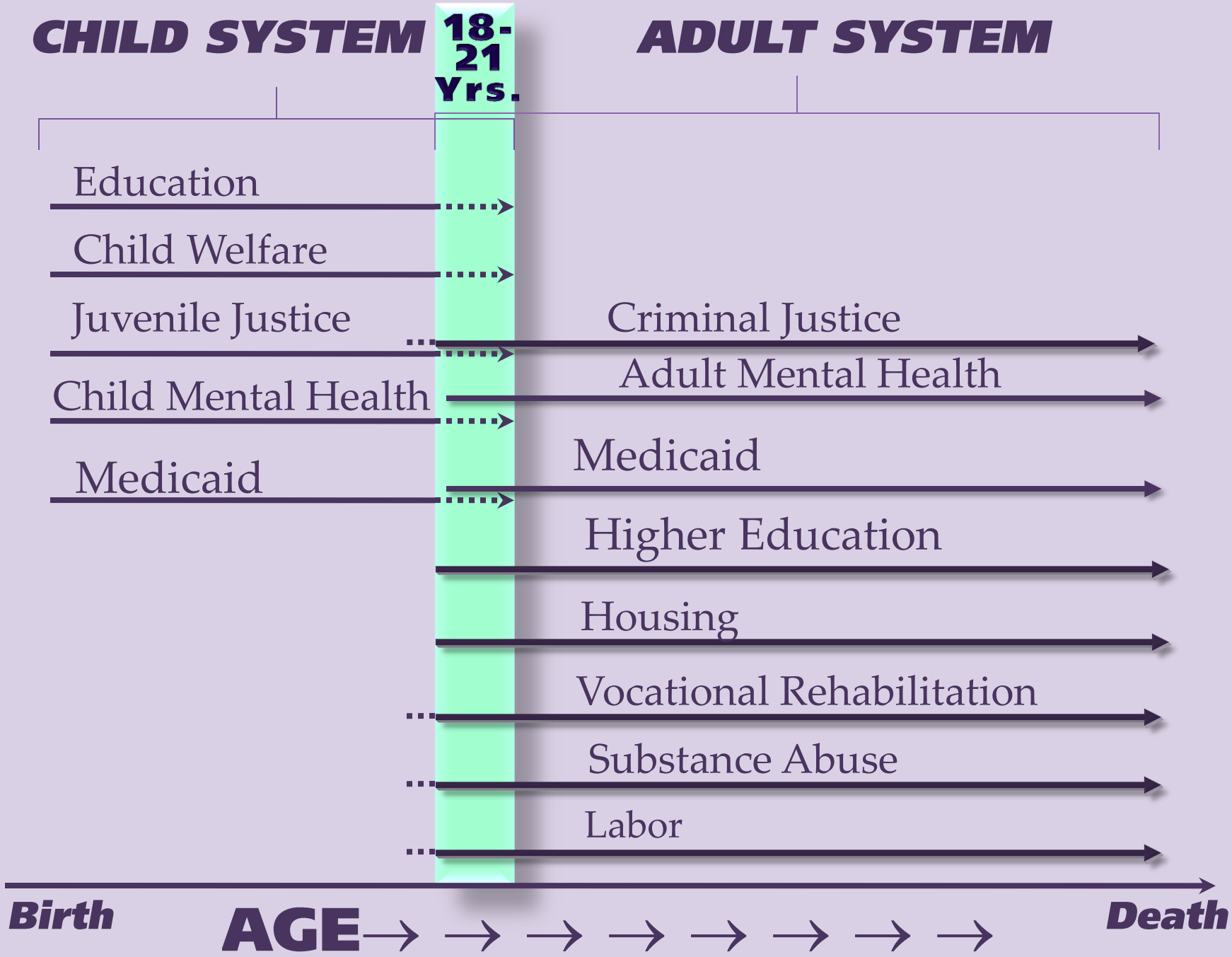
A Life in the Community for Everyone SAMHSA Substance Abuse and Mental Health Services Administration U.S. Department of Health and Human Services

Collaboration

- *Collaboration* involves information exchange, activity modification, resource sharing, and building capacity the partner/s for reciprocal benefit and to achieve shared goals (Himmelman, 2001)
- Consistent relationship between collaboration & increased service utilization (e.g. Rosenheck et al., 1998; Rothbard et al., 2004).


CHILD SYSTEM
18-21 Yrs.
ADULT SYSTEM
Education
Child Welfare
Juvenile Justice
Criminal Justice
Adult Mental Health
Child Mental Health
Medicaid
Medicaid
Higher Education
Housing
Vocational Rehabilitation
Substance Abuse
Labor
Birth
AGE
Death

Barriers to Cross-age Collaboration

- Different funding streams
- Different “cultures”/approaches
- Different agents accountability
- Different training/background
- Different target populations

Ultimate Goals

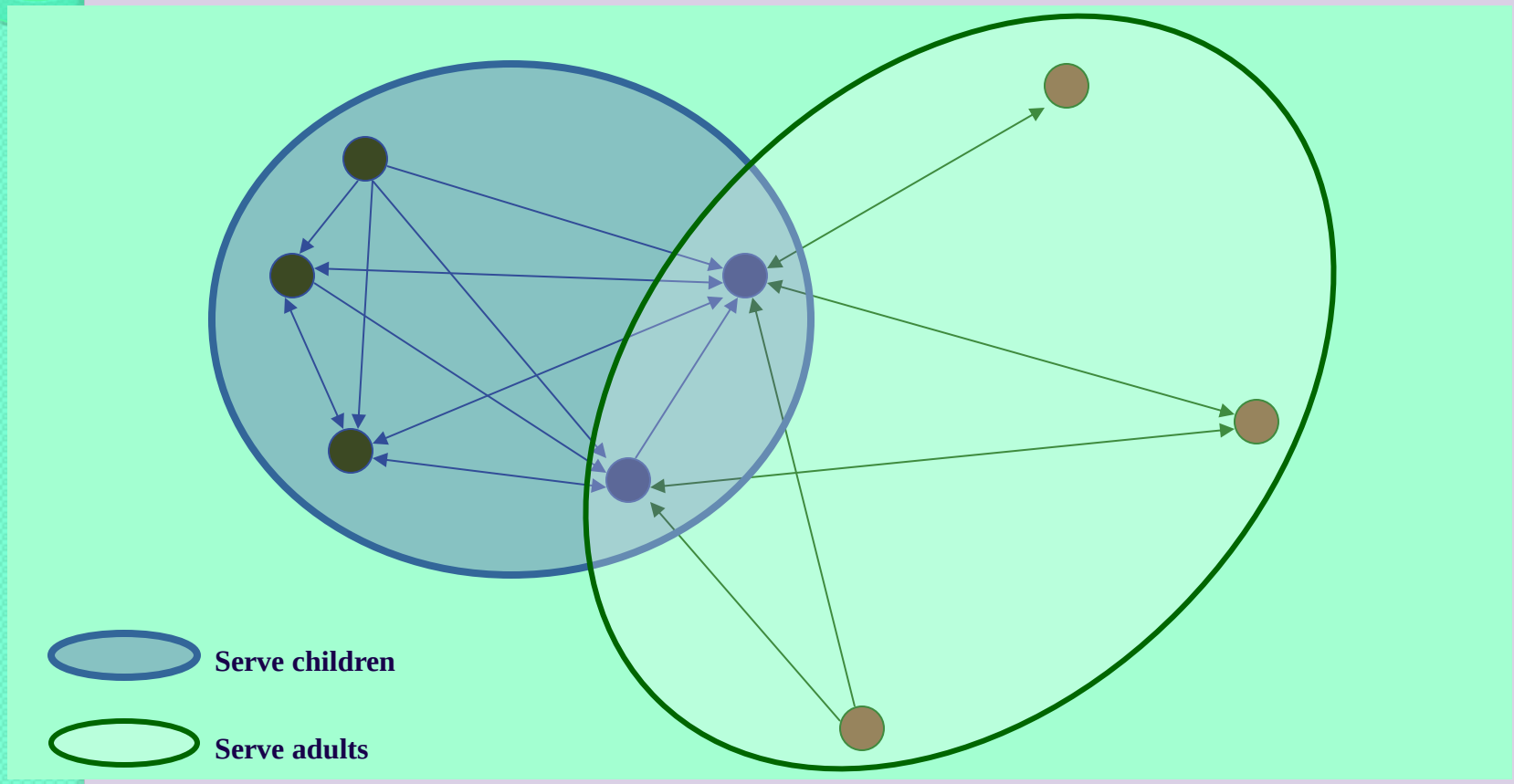
1. Identify features programs that could be leveraged to increase cross-age collaboration
2. Predict programs that will lead or struggle with cross-age collaboration efforts

Immediate Goal

- Identify strong measures cross-age collaboration
- Examine correlates the strong measure

Social Network Analysis

One the most common approaches to measuring interorganizational collaboration
(e.g. Morrissey et al., 1994; Pablo et al., 2013; Milward et al., 2010)



From Davis et al., 2012

Potential Correlates

Individuals across different Functional Units (e.g. engine assembly, trunk assembly) need;

1) Overlapping responsibility
2) Reward/accountability based on collective performance
3) Mechanisms that make it easy to understand what each other is doing
4) Clear procedures that foster coordination

(Majchrzak &Wang, 1996)

Program Characteristics Associated with Collaboration

- Program "Demographics"
- Program leadership belief /perceptions
  - coordination is important
  - Key stakeholders support coordination
  - Funders support coordination
  - Accountability for coordination

(Fletcher et al., 2009)

METHODS

Data Collection Methods

- 3 Networks: 2 HTI sites and one previous PYT site
- "Key Informant" identified for each program in the network
- Data collection spring and summer 2011 (2nd year HTI grants); Summer 2014 PYT site (9 yrs post grant)
- Phone and web interview (initial consent rate about 80%)

Data collected at program level

- Program collaboration practices
  - Index Interdisciplinary Collaboration
  - Questionnaire on within- and cross-program collaboration
- Leadership beliefs/perceptions
- Involvement in HTI project
- Program "demographics"
  - Size/Age program
  - Types services provided
  - Ages served and age continuity

Social Network Analysis Questions

1. How ten do staff in your program meet with staff in this other program for client planning purposes?
2. How ten do staff/administrators in your program and these programs meet together to discuss issues mutual interest?
3. How ten does your program refer clients TO this other program?

Social Network Analysis Questions

4. How ten does your program receive client referrals FROM this other program?
5. How ten does your program share resources with each these other programs (e.g., administrative support, shared staff)

CODING

Not at all
Rarely
Don't Know
= No Connection

Occasionally
Fairly ten
Very ten
= Connection

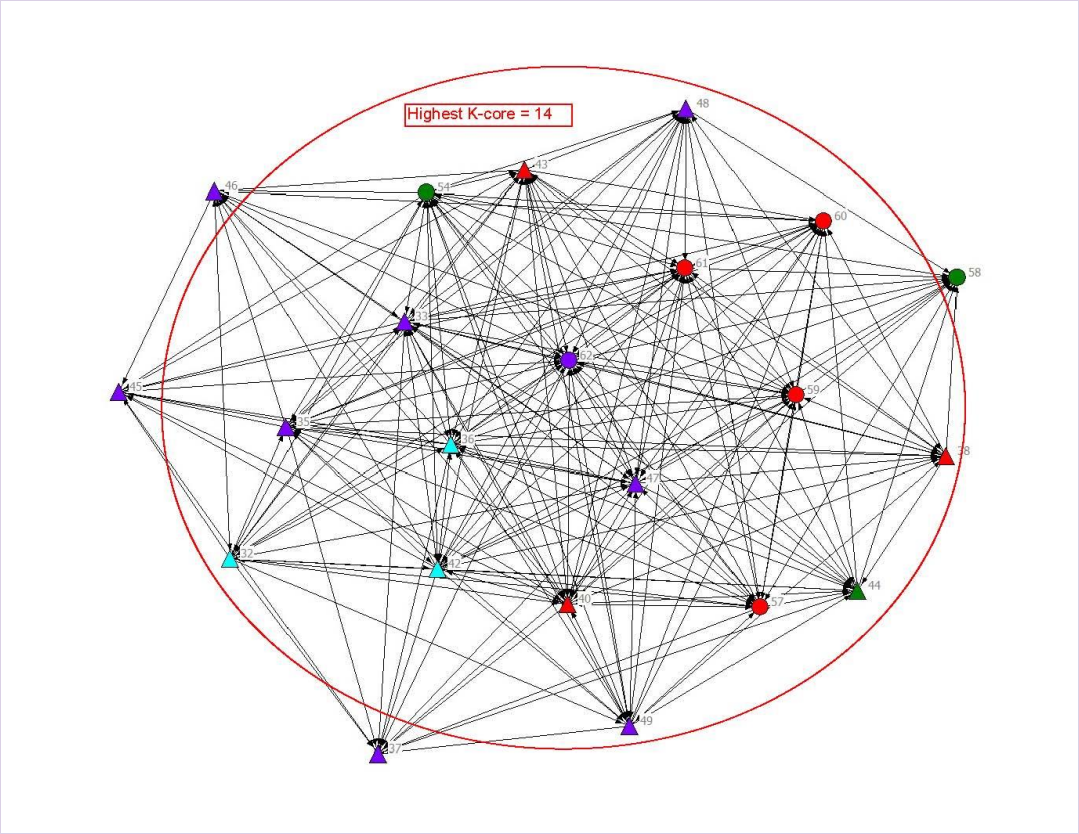
Definition Cross-age

- Each program categorized
  - Youth
  - TAY (transition-age youth/young adults)
  - Adults
- "Cross-age" connection = connection with a program that serves a different age category
  - e.g. a Youth program referring clients to an Adult program)

Results: Whole Network

Social Network Analysis

- Method for assessing the presence and strength relationships between organizations in a network
- Yields various statistics for characterizing relationships



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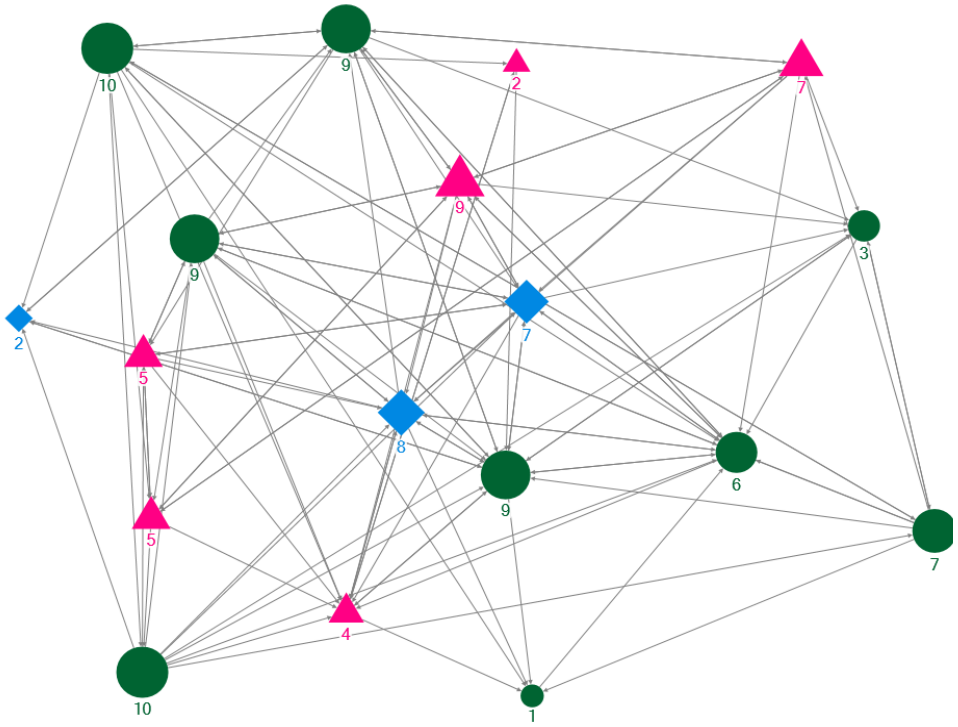
Site A

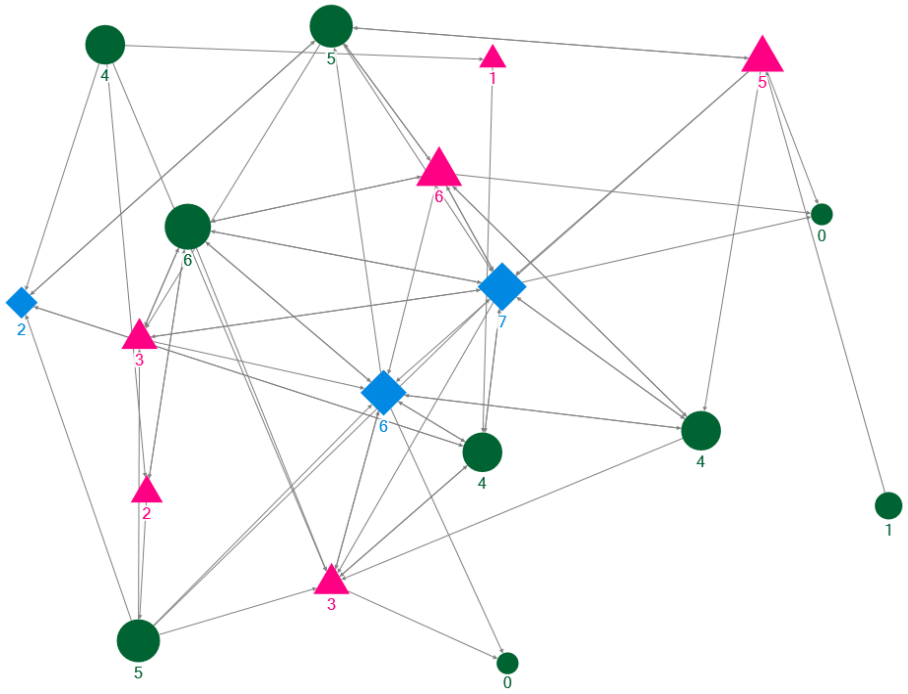
Youth 33%
TAY 17%
Adults 50%

Full Network



Total links: 113

Cross-Age Collaborations

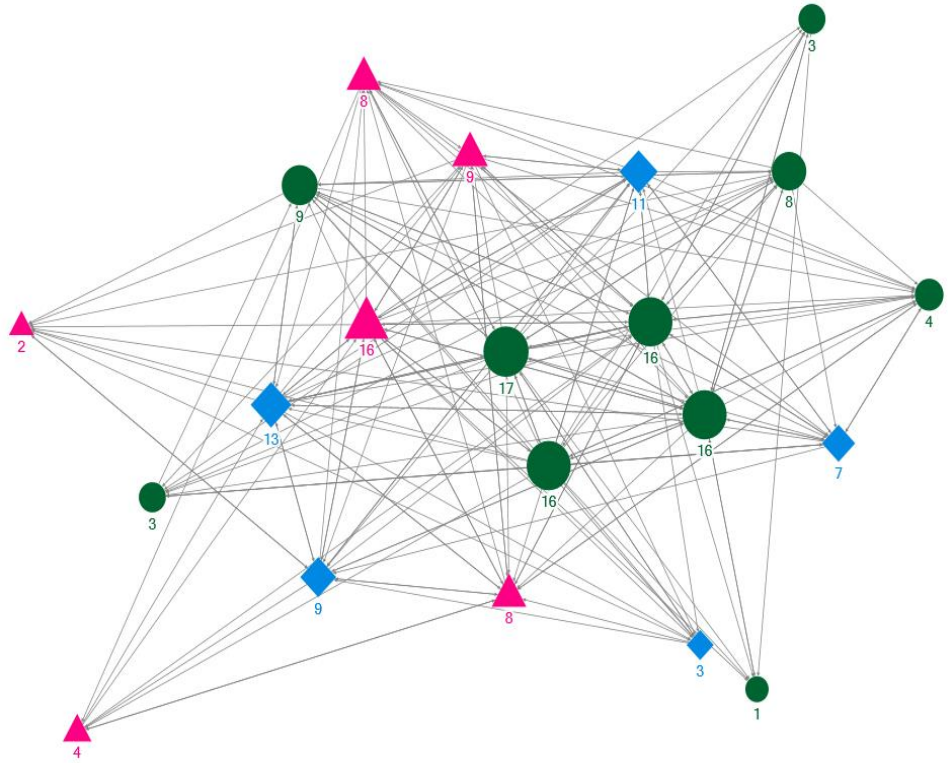


Total links: 64

Site B

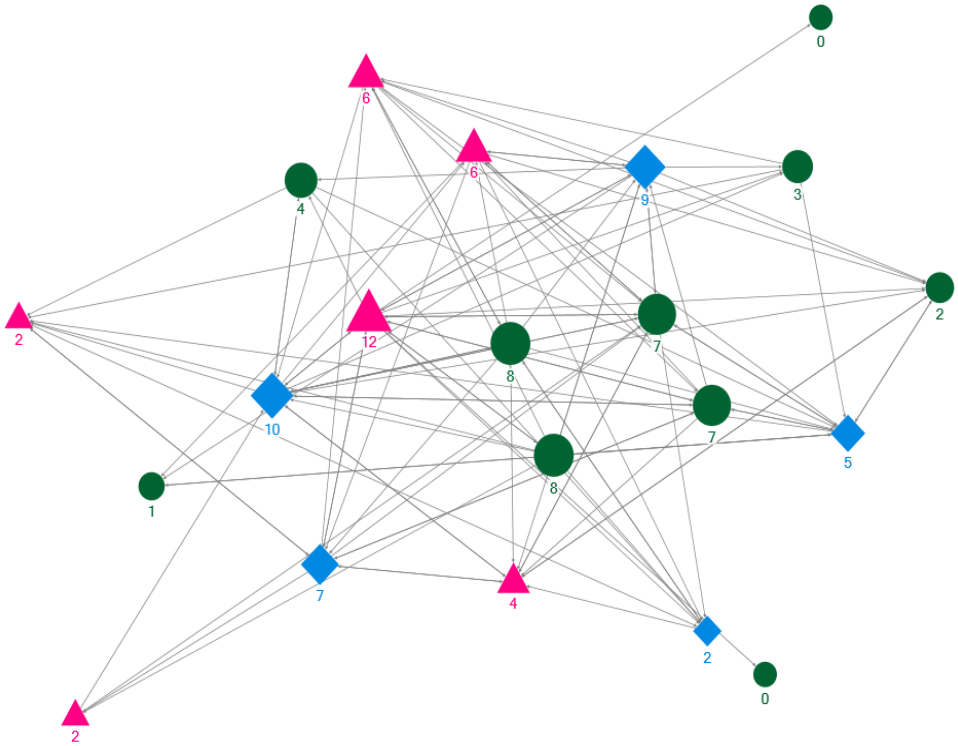
Youth 48%
TAY 24%
Adults 29%

Full Network



Total links: 183

Cross-Age Collaborations

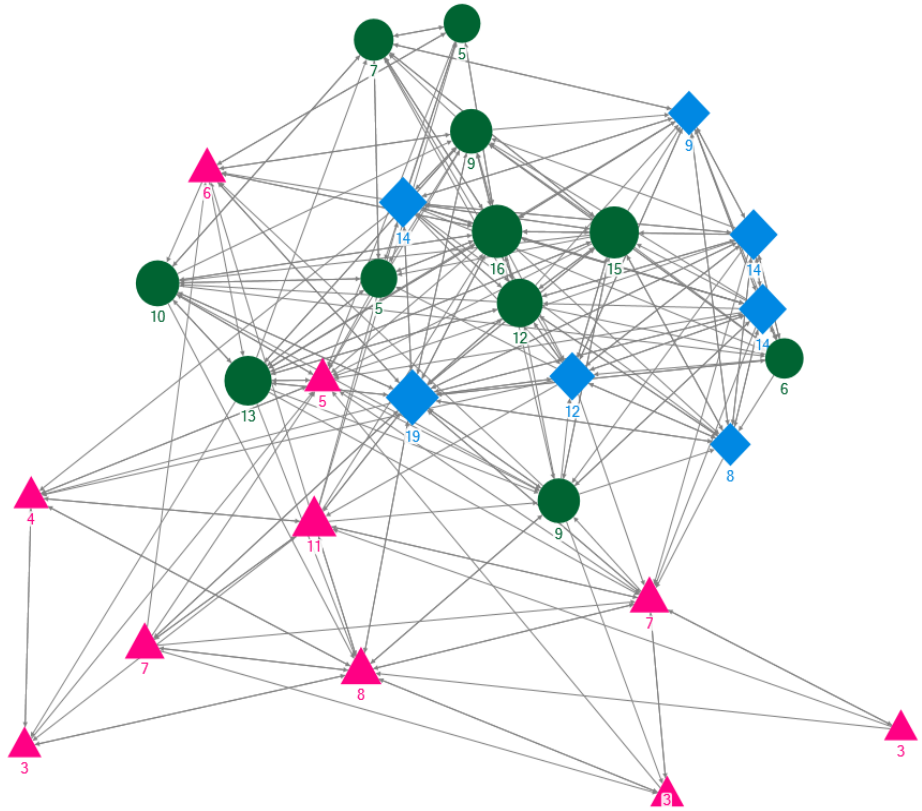


Total links: 105

Site C

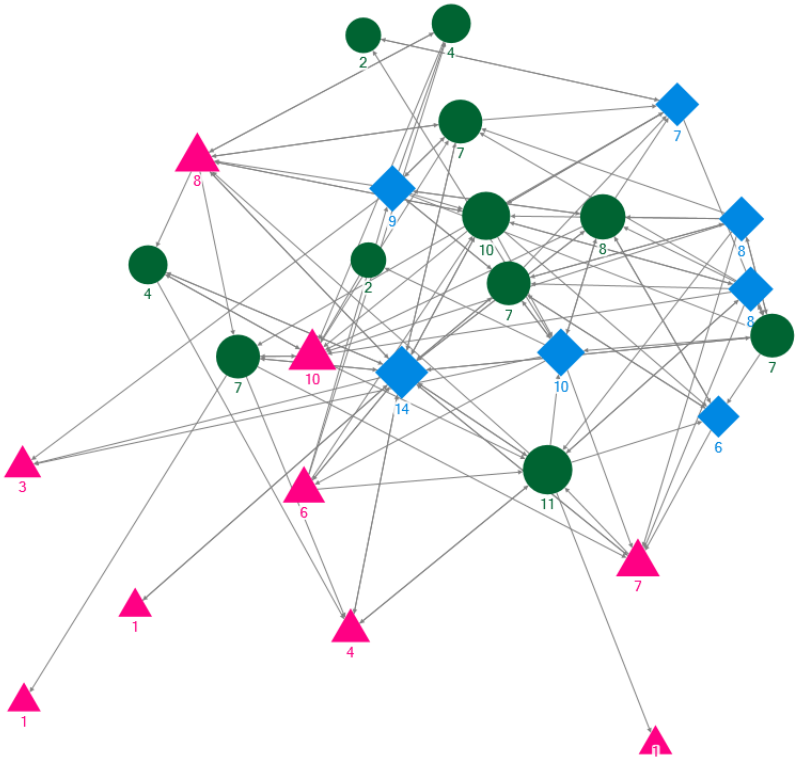
Youth 39%
TAY 25%
Adults 36%

Full Network



Total links: 254

Cross-Age Collaborations



Total links: 119

RESULTS: PROGRAM LEVEL DATA

Dependent Variable #1: EI-Index

EI-Index=

(*# reported external connections – # reported internal connections*) /

(*# external connections + # internal connections*)

Incoming and Outgoing

Range -1 to .82. Mean (SD)= .05 (.41)

A higher score (closer to +1) indicates more cross-age collaboration

Dependent Variable #2: Cross-Age Collaboration

Cross-Age Collaboration=

 # reported connections with programs serving other age groups / # possible cross-age connections

Incoming and Outgoing

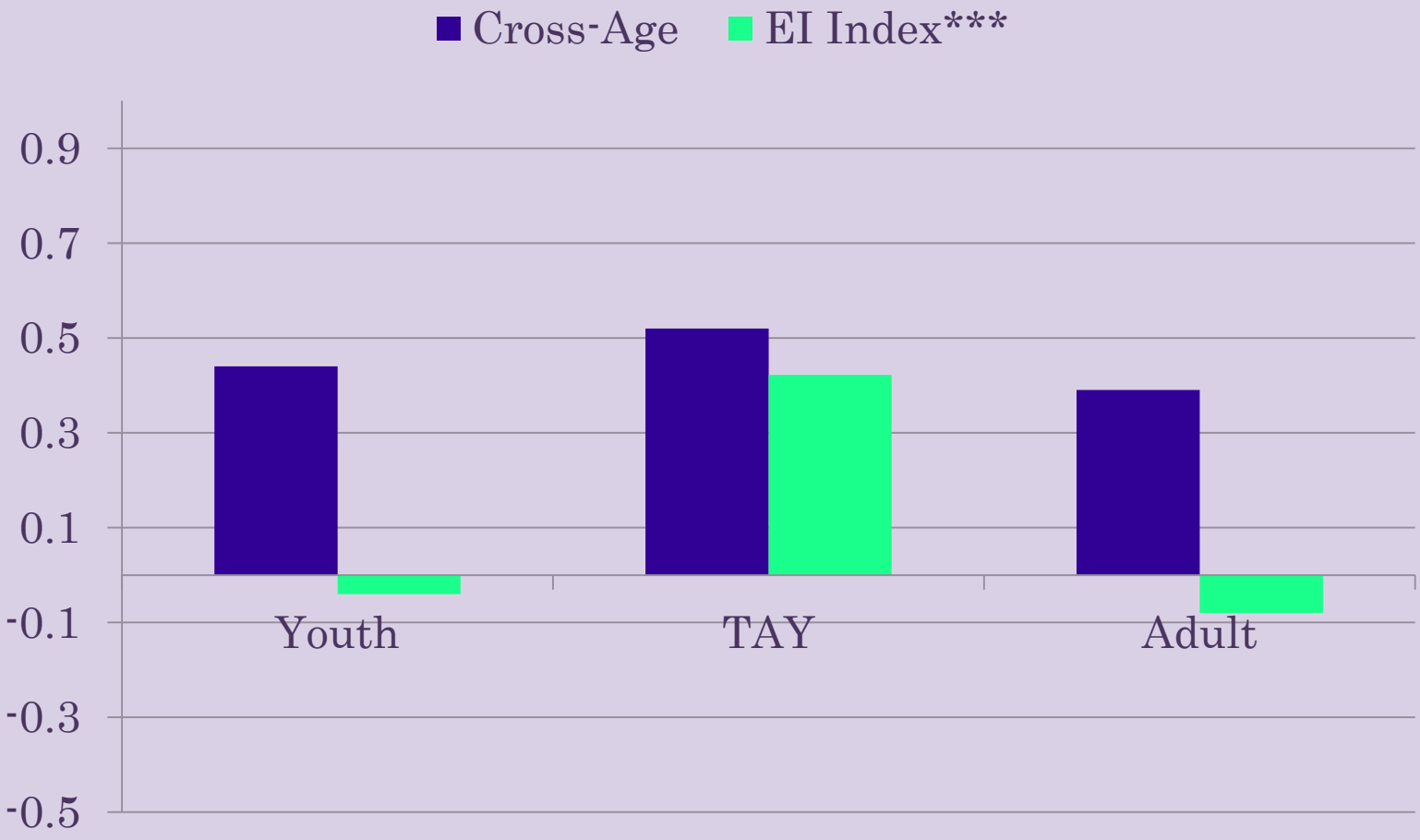
Range .00 to .91. Mean (SD)= .44 (.22)

Higher scores indicate more cross-age collaboration

Cross-Age – EI Index; Spearman's Rho=.61, **p<.001**

RESULTS: PREDICTORS OF CROSS-AGE COORDINATION

Program - Age Group



*** p<.001

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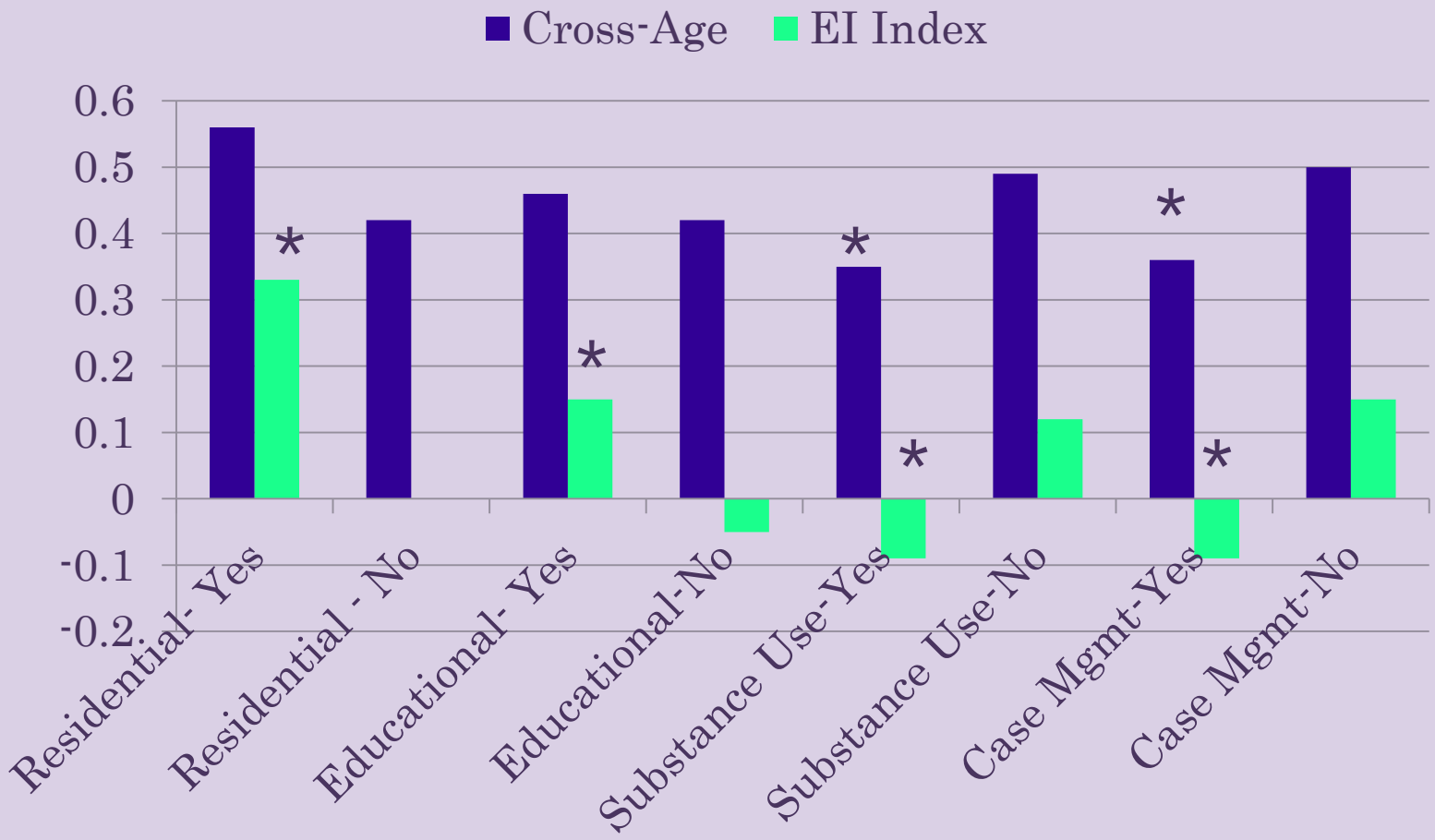
Program - Services



*Yes *vs.* No p<.05

Collaboration & Perspectives

Collaboration Measures	Cross-Age	EI-Index
Index Interdisciplinary Collaboration Examples: "I communicate in writing with colleagues from other disciplines" (5 point scale) **(Bronstein, 2003)**	p= .05 (positively correlated)	NS
Within Program Collaboration Example: Jobs in my program have overlapping responsibilities (range 10-60)	NS	NS
Cross Program Collaboration Examples: We have a good idea how other programs we interact with work (range 10-60)	NS	NS
Perspectives on System/Leadership System leadership has set up accountability mechanisms that require coordination	NS	NS

Independent Variable: Measure Same Age coordination

Same -Age coordination =

 # reported connections with programs serving the same age group / # possible same-age connections

Range = .17 to .90. Mean (SD)= .62 (.20)

Cross-Age – Same-Age;	Pearson's = .33, **p<.01**
EI-Index – Same-Age;	NS

Network Connectivity

Network Connectivity =

 # reported connections regardless age served /

 # possible connections

Range = .11 to .95. Mean (SD)= .54 (.19)

Cross-Age – Network Connectivity;	Pearson's = .91, **p<.001**
EI-Index – Network Connectivity;	Pearson's = .40, **p=.001**

Conclusions/Summary

- We've created two interesting variables!
- Measuring cross-age collaboration through a proportion actual/possible connections is new
  - Appears validated by general coordination measure

Conclusions/Summary

- Strong Cross-Age Collaborators:
  - Collaborate well in general
  - Perceive that funders and key stakeholders value and reward coordination
  - Educational services ↑
  - Substance Abuse & Case Mgmt ↓
  - Ages served not significant
- System leadership can leverage their "support" to increase cross-age collaboration (malleable variable)

Next steps

- Explore differences between our two dependent variables
- Tease out Cross-Age and EI-Index scores for individual questions