

Broward County's
Health, Education and
Human Service Resources
2002



"The CCB: Working Together"

The Coordinating Council of Broward

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Introduction

The community assessment methodology adopted by The Coordinating Council of Broward (CCB) in mid-1997 identifies the need for a countywide resource inventory as an integral part of the community assessment process. The role of the inventory is to provide an information base to complement quality-of-life indicators and goals in the identification of critical issues and priorities for action by The CCB, the network of service funders and providers, and the community. **The assessment of how resources currently are allocated to health, public safety, education, economic and human services in Broward County is essential to the development of strategies to address priority needs identified by the periodic review of progress toward the County's goals.**

The creation of a consistent, comprehensive source for information about which services are provided, by whom, when and where in Broward County, subject to what eligibility criteria, ensures that funders and providers alike will be able to target scarce resources at high-priority needs. In addition, **by gathering this data through a single, coordinated survey, in conjunction with the county's information and referral service, and making the information available to meet the needs of a broad user base, there will be a substantial reduction in duplication of effort by providers and funders in filling out forms with this information.**

As proposed in the *Countywide Resource Inventory Methodology* (1998), key features of the resource inventory are:

- use of standardized organizational profiles for both funders and providers to collect information annually about services and the resources allocated to those services;
- integration of the resource inventory with the directory of services maintained by Broward County's information and referral service, First Call For Help, the designated host agency;
- a memorandum of understanding among CCB members strongly encouraging funders and providers to complete the standardized organizational profiles as a pre-requisite for funding, and to accept the profiles in fulfillment of similar information required for each grant application, survey and monitoring report;
- use of a common classification system (taxonomy) for services as the "common language" for both the inventory and The CCB's shared information system;
- integration with the resource inventories and asset mapping undertaken as part of The CCB's neighborhood pilot projects; and
- integration with the Broward Information Network (BIN) as it is implemented.

At the end of the fourth year of implementation, The CCB's Community Resource Inventory provides information on 30 funders of health, public safety, education, economic and human services in Broward County responsible for \$118 million in funding, and 254 providers accounting for approximately \$1.8 billion dollars in services in 2001-02. The providers identified 1,443 programs offered at 1,255 service delivery locations – since some programs are offered at more than one location, there were actually a total of 1,894 programs identified at the service delivery locations included in the survey. This planning information is available in a searchable database that includes a set of standard reporting capabilities. In addition, The CCB has developed a simplified geographic information system for displaying selected data on a

map of Broward County. Both the database and the map application are distributed on a CD-ROM to participating funders and providers of services.

Equally important, First Call For Help of Broward uses information drawn from the CRI survey to (1) maintain its 24-hour helplines that, in 2002, fielded a total of 98,024 calls; of these, 50,680 calls resulted in 71,740 referrals to programs belonging to organizations that completed the 2001-02 Provider Organizational Profile; (2) publish a hard-copy directory; and (3) maintain Pathfinder OnLine, a database of programs and services in Broward County that is available 24 hours a day, and is updated monthly (www.irissoft.com/fcb).

Year Four of the Community Resource Inventory – Successes and Challenges

The principal activities undertaken by The CCB's Community Resource Inventory Committee (CRIC) and the host agency in 2001-02, and the results, are described below.

Revision of the design and distribution of the organizational profiles - Revisions to the provider profile included minor adjustments to the target populations in Part III (allowing for the selection of "All in this category"), and to the collection of the target population age range in Part IV. Instructions were revised accordingly. Hard copies of the provider profiles (Attachment A-1) and funder profiles (Attachment A-2) containing each organization's data from the previous year's survey were mailed out with a request to make changes on the hard copy and return them to First Call For Help. Updated "forms" versions of the profiles were made available to enable new forms to be filled out on a computer; all of the forms were posted on The CCB web site (www.sfrpc.com/ccb/CRHome.htm).

Engaging the Funders and Implementation of the Memorandum of Understanding among Members of the CCB - An increasing number of funders made filling out the provider profile in 2001-02 a requirement for the 2002-03 funding cycle. In addition, representatives of the funders took an active role in identifying the entities they fund and monitoring their completion of the profiles. This approach was very successful, and resulted in much better rates of return overall. It also led to a better understanding of the value of the effort on the part of the funder agencies, which in turn were able to pass on that understanding to the providers. First Call For Help staff provided technical assistance by phone to respondents who called with questions.

Get timely responses from Providers and Funders - Profiles continued to be accepted throughout the year, and updates were allowed in order to correct or complete information. Follow-up letters and contacts were made on an on-going basis throughout the year in an effort to increase the response rate. At the end of 2002, there were 254 provider profiles in the database, with information on 1,443 funded programs, and funding of \$1.8 billion in 2001-02 (Attachment B-9b). Although the profiles returned do not represent the entire universe of potential respondents, it is believed that these organizations are responsible for a substantial part of all service delivery in Broward County. In addition, 30 funder profiles were available, accounting for approximately \$118 million in resources distributed to service providers in 2001-02 (Attachment B-8).

Cross-check providers and funders to ensure coverage - The resource inventory builds an automatic cross-referencing mechanism into its design, by making it possible to compare

funder information about programs funded for each provider with the provider information about programs by each source of funding. A printed report was given to each funder to review with the service providers they fund to ensure consistency. In future cycles, funding information needs to be reviewed to identify double counting whenever organizations receive local funds and pass them on to other local service providers.

Quality assurance for the data provided - Profiles are reviewed for both completeness and consistency. Completeness considers not only whether all organizations have responded, but also whether the information provided is complete. Among the profiles in the database, there are incomplete responses. Consistency concerns whether the information provided is accurate and "makes sense." A small number of consistency checks was applied during review of the data received this year. Additional consistency checks need to be built into the data entry cycle in subsequent years.

Development of a new, online version of the Community Resource Inventory – This year The CCB took the first steps to make it easier for funders and providers to fill out the organizational profiles each year and to keep their data current. With support from the Children's Services Council of Broward County, First Call For Help and the South Florida Regional Planning Council, a completely new database was designed in Access and a provider interface was developed to enable online data collection for the CRI. The final results of the 2001-02 Community Resource Inventory for more than 250 providers were transferred to the new database, along with existing information at First Call For Help for over 400 additional providers in Broward County that have never filled out a CCB organizational profile. First Call For Help offered to beta-test the new database during the 2002-03 CRI data collection cycle in order to identify and correct any bugs, and also to allow time to develop the corresponding funder profile interface and the user and reporting interface. Once fully implemented, for the 2003-04 CRI, funders and providers will be able to update their data anytime online, and planners and other users of the data will be able to generate reports with the most current data available.

An Annotated List of Current CRI Reporting Capabilities

First Call For Help staff and members of the CRIC have designed a set of standard output tables intended to make the basic information in the resource inventory useful to The CCB and other users. Additional tables will be developed as the project progresses. The standard reports available at this time from the Community Resource Inventory are described below, and samples are included in the attachments to this report. This and other related reports are available at www.sfrpc.com/ccb/CRIHome.htm.

Programs by Provider (Attachment B-1) - This 98-page report presents an alphabetical listing of all providers in the database, and, for each provider, a listing of all funded programs and service delivery locations.

Provider and Program Locations by City (Attachment B-2) - This 101-page report presents a list of the service delivery locations for programs reported by providers in an alphabetical listing by municipality. Users also may select specific municipalities for any report. Each program is identified, and address information is included for each service delivery location.

Provider and Program Locations by ZIP Code (Attachment B-3) - This 102-page report presents a list of the service delivery locations for programs reported by providers in a listing by ZIP Code. Users also may select specific ZIP Codes for any report. Each program is identified, and address information is included for each service delivery location.

Programs by Age Range (Attachments B-4a, b and c) - This report enables users to identify programs that target clients of specific age ranges. Report options include selecting "No Restriction," for programs that accept all clients regardless of age (B-4a, 109 pages), and selecting any specific age range (B-4b, 212 pages, shows programs for clients under the age of 18 and B-4c, 871 pages, shows programs for clients 65 years and older). Age ranges are inclusive, meaning that programs targeted at clients of a specific age range (and all those with no age restrictions) will be listed in a report if any of the years requested for the report are among those served by the program.

Programs by Target Population (Attachments B-5a, b, c, d and e) - This report takes advantage of the target populations identified for each program, using a list of 67 pre-classified targets in 11 categories. Providers identified as many target populations as applied, which means that programs appear multiple times in the complete listing. This report is one of the most flexible in the database - users may define a report by selecting all target populations (B-5a, 1,328 pages), or specific target populations (diabetes, B-5b, 23 pages), target populations in a specific age range (65 years and older, B-5c, 871 pages), target populations served in specific municipalities (Coral Springs, B-5d, 62 pages) or target populations served in specific ZIP Codes (33313, B-5e, 165 pages).

Index of Benchmark Indicators (Attachment B-6a) - This 6-page report lists all indicators in the seven sections of *The Broward Benchmarks 2000* report.

Programs Associated with Benchmark Indicators (Attachment B-6b) - This 139-page report lists the individual indicators in *The Broward Benchmarks* report that have been identified by one or more organizations as being affected by the program services they provide. Users also may select specific indicators of interest for any given report. For each indicator, the provider and any programs believed to affect the county's performance on that indicator are listed. This information is drawn from the section of the provider profile that asks each organization to identify, for each program they execute, up to four indicators they believe the program affects.

Index of Taxonomy Codes (Attachments B-7a and b) - These reports provide (a) a one-page summary of the major categories of InfoLine Taxonomy of Human Services codes used in the CRI, in hierarchical order; and (b) a 12-page list of more detailed Taxonomy codes used, with a brief description, to facilitate locating codes to select services.

Programs by Taxonomy Code (Attachments B-7c, d, e and f) - This report produces a list of programs and services classified in accordance with the InfoLine Taxonomy of Human Services. The user may generate reports for all services (B-7c, 274 pages) or for specific services using the taxonomy (BD-180 Emergency Food, and subclasses, B-7d, 4 pages), services offered by specific providers, services offered in specific ZIP Codes (33311, B-7e, 44 pages) and services offered at locations where program staff speak any combination of English, Spanish, Haitian Creole, American Sign Language and other languages (Haitian-Creole, B-7f, 115 pages). Information in the report includes the taxonomy code and service

name, the provider name, the program name, number of clients served, capacity for that service at that location, ZIP Code of the location and languages spoken by program staff.

Funders' List of Funded Providers and Programs (Attachment B-8) - This 29-page report presents a summary of program funding based on information submitted by funders. For each funder that returned an organizational profile, it includes an alphabetical listing of providers funded, and, for each provider, the programs funded and the funding amount for Fiscal Year 2001-02. A total of 30 funder organizations are included in the report, which also identifies almost 600 funded programs for a total of over \$118 million in 2001-02.

Funder List by Funder Group (Attachment B-9a) – This 4-page list identifies which funders were included in each of the Funder Groups used to summarize the funding information in the following two reports.

Provider Funding by Funder Group (Attachment B-9b) - This 13-page report presents an alphabetical listing of providers with funding summarized in the following categories of funders: Federal, State, County, Municipal, Private and Other. The providers that submitted organizational profiles identified total funding of \$1.8 billion in 2001-02, of which \$200 million from federal sources, \$1.2 billion from the State, \$136 million from Broward County, \$11 million from municipalities, \$105 million from private sources, and \$148 million from other sources. However, 18 of the responding providers failed to identify any funding at all. The difference between this total and the amount identified by the funders in the previous report (B-8), is due to (1) inability to compel many federal, state, municipal and private funders to fill out a Funder Organizational Profile; and (2) possible double-counting of funding whenever a specific provider actually serves as a “pass-through” for funds that are also reported by another provider.

Funded Programs by Funder Group (Attachment B-9c) - This 47-page report is identical to the previous report, except that it includes detail for each funded program.

Funding by Target Population (Attachments B-10a and b) - This report lists each target population and the providers and programs that are directed at them, together with the associated program funding. The user can list all target populations (B-10a, 274 pages) or select specific target populations (diabetes, B-10b, 4 pages). Since the funding for each program is not available by target when a program serves more than one target population, total program funding is assigned to each target population, resulting in double counting.

Community Assessment Contact Information (Attachment B-11) – This 10-page report lists the funders and providers in alphabetical order, and identifies the name and phone number of a contact for information about any community assessment activities undertaken by the agency.

Frequency of Needs Assessments (Attachment B-12) – This 10-page report lists the funders and providers in alphabetical order, and informs the frequency with which the agency conducts a needs assessment, the date of the most recent needs assessment and a contact to obtain a copy of the product. In the 2001-02 Community Resource Inventory, 53 of the 276 funders and providers that responded conduct some kind of needs assessment at least annually, and another 38 conduct needs assessments on a less frequent basis.

Community Assessment Methods Utilized (Attachment B-13) – This 15-page report lists the funders and providers in alphabetical order, and informs the community assessment

methods utilized in the most recent needs assessment, including such techniques as issue-scanning, asset-mapping, secondary data compilation, key informant interviews, focus groups, resource and service gap analysis, surveys (population, clients, providers), program monitoring and evaluation and indicator development.

Community Assessment Activities Planned for the Future (Attachment B-14) – This 16-page report is identical to the previous report except that it provides information about the specific community assessment activities funders and providers have planned for the next 12 months.

Map of Service Delivery Locations (Attachments B-15a, b and c) - These maps of Broward County show a dot for each of the 1,255 service delivery locations identified by the 254 respondents to the survey that meet the corresponding criteria. Attachment B-15a shows all service delivery locations. The maps were generated by a geographic information system (GIS) that uses the address of each service delivery location to place a dot on the map through a process known as geo-coding. Once any service delivery address is successfully geo-coded, it is possible to link the dot on the map to information about the service delivery location, including the organization, programs, the services available, clients served, capacity, days and hours of service, and many other types of information. The usefulness of this information will be available to those who have access to the database and to GIS software. The CD-ROM containing the 2001-02 Community Resource Inventory offers two data layers that can be searched: one enables the user to identify programs by the funder (Broward County Human Services, B-15b), while the other makes it possible to select programs by the target populations they serve (diabetes, B-15c).

Recommended Next Steps for the Community Resource Inventory

As we finalize the 2001-02 Community Resource Inventory, it is important to identify the key aspects of the work to be undertaken during the execution of the CRI in 2002-03. Recommendations are presented below.

Distribute products of the inventory that will benefit those who responded – The Community Resource Inventory Committee (CRIC) has emphasized the theoretical benefits of a systematic and comprehensive source of information about how Broward County allocates its resources to address health, education and human services. These include not only making available quality information for referrals, gaps analysis and service delivery planning, but also reducing the amount of redundant surveying of both funders and providers. This document and all of the major database reports listed above are posted on The CCB web site as viewable, printable files. Copies of the CD-ROM containing the CRI database, a mapping application and assorted CCB reports have been distributed annually for 3 years. As a result, funders and providers that completed the organizational profiles have an opportunity to see the benefits of their efforts in concrete terms. Access to the results of the survey will be made even easier with the implementation of the online version of the CRI. An additional step will be to encourage funders and agencies that conduct needs assessments to use the profiles as the basis for gathering the information they require, so that providers will see a real reduction in the number of different surveys they must return. The CRIC should continue to encourage funders to participate in revisions to the profile

forms to ensure that their needs are accommodated. Finally, targeted training for funder agency staff may be necessary to enhance the use of the database and mapping applications.

Continue to enhance response rates and improve the quality of responses by further strengthening the relationship between funders and providers in support of the inventory – Funders are in a privileged position both to take advantage of the information the resource inventory generates and to ensure that the information is accurate and complete. The multi-lateral relationship between each funder and the agencies it funds offers the greatest potential for extending the collaborative efforts of The CCB to the next level. The resource inventory benefited significantly in its second and third years from the active participation of funders. The response rate and the completeness and accuracy of the information will improve even more to the extent that those who respond obtain tangible benefits from doing so. Sharing results of the inventory and ensuring that both funders and providers find the information to be useful for their own purposes is essential. Additional quality assurance mechanisms also should be built into the data entry routines of the software. Particular emphasis this year should be placed on ensuring that programs and their funding are correctly and completely identified, and on developing a mechanism for identifying duplicate funding streams. First Call For Help should provide copies of the profiles, as included in the database, to both funders and providers during the quality assurance phase of data input, to ensure that they have the opportunity to review the data for completeness and correctness. Training sessions should concentrate on promoting the relationship between funders and providers and on building a mutual understanding of the information required by the survey and how to take advantage of the results.

Develop integrated online data collection and access for both information and referral and the resource inventory on the Broward Information Network (BIN) - In 2001-02, organizational profiles continued to be distributed in hard copy and as word processing "forms." Funders and providers that responded in prior years received a printout of their profile, which they were encouraged to use for hard-copy editing. New funders and providers, and those that needed to include new service delivery locations or programs, could choose between using the blank hard-copy profiles and using the "forms" version of the word processing file, all of which were posted on The CCB web site and made available by e-mail or diskette, as needed. The same approach has been used for the 2002-03 Community Resource Inventory, with the difference that First Call For Help is beta-testing the new online version of the CRI developed with the support of the Children's Services Council of Broward. When fully implemented on the Broward Information Network, this new approach will allow providers to update their profiles online, and will enable diverse users to access the data they need for information and referral (First Call For Help/211, Broward County Human Services, other providers) and the resource inventory (The CCB).

Develop new features and capabilities to further enhance the usefulness of the resource inventory – The organization, program, funding and service information collected in the resource inventory can support many additional uses. Possible future features that could be accomplished with the information currently available include the ability to print (1) an agency profile that would be suitable for inclusion in a grant application or response to a request for proposal; and (2) an agency program and service listing suitable for monitoring visits by funders. Other possibilities would require changes to the data collection process currently in place. Interest has been expressed in developing the ability to keep specific capacity and "slots available" information online so that clients could be referred to specific

providers based on known availability of capacity to serve, and, in the most ambitious implementation, even schedule appointments online. Another possibility is the expansion of the section on eligibility to allow for collection of all of the data needed to update the Targeted Referral System available at www.brhpc.org and on the BIN. These capabilities will depend on first completing the transition to an online system and then reviewing the agency requirements for data collection and upkeep.