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# Building Successful Community Partnerships to Address Needs of Substance-involved Families

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# Overview of Presentation


- Regional Partnership Grant case example
- Using social network analysis to map relationships
- Using network analyses to improve community capacity
- Benefits of social network analysis
- Practice and feedback


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# Robeson County Bridges for Families Program (RCBF or Bridges)

- RCBF Regional Partnership Grant is a 5-year collaborative between state and local partner agencies.
- Mission is to improve safety, permanency, and well-being of children who are DSS involved or at risk of DSS involvement due to parental substance abuse



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# Setting

- The Bridges program is set in a rural county in North Carolina
  - Racial/ethnic demographics: 29% White, 24% Black, 38% American Indian or Alaska Native, 1% Asian, 8% Latino<sup>1</sup>
  - 31% of population lives below the poverty level with a median household income of \$27,421<sup>1</sup>
  - In the year before beginning this project (2007), approximately 56% of children who were under the placement responsibility of DSS had parental substance abuse as a primary contributing factor for DSS involvement

U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, Census of Population and Housing, Small Area Income and Poverty Estimates, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report. Retrieved June 30, 2011 from <http://www.census.gov/quickfacts/>



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## Local Collaborative Capacity Must Develop Within:

- Individuals
- Relationships
- Organizations/Agencies
- Collaborative programs


(Foster-Fishman, Berkowitz, Lounsbury, Jacobson, & Allen, 2001)


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## State Partners for Case Example

- NC Department of Health and Human Services
  - NC Division of Social Services
  - NC Division of MH/DD/SAS
- NC Administrative Office of the Courts
- Governors Institute on Substance Abuse, Inc.
- University of North Carolina at Chapel Hill


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## Local Partners for Case Example

- Over 25 active members of a local implementation team and 50 people for annual community program review.
- Core member agencies
  - Robeson County Department of Social Services
  - Robeson County Family Drug Treatment Court
  - Substance abuse treatment and prevention providers
  - Local domestic violence agency
  - Guardian ad litem
  - Lumbee Tribe
  - Political, religious, law enforcement, business, etc.


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## Lessons Learned – Inspiration Key

- Finding common goals and values
- Finding common language
- Importance of state and local champions/leaders
- Layers of leaders and champions
- Diversity of representation on community team
- Shared training
- Re-training
- Cultivation of relationships and then re-cultivate
- Resources beyond grants
- Finding reasons and ways to celebrate (for clients and professionals involved)

## Sharing Lessons Learned

- State drug court conference
- Training on evidence based practices
- State partnerships forged that can influence policy beyond the project
- Local partnerships forged that can influence policy and services beyond the grant project
- Cross discipline training and motivational leadership
- When the bottom falls out of state funding...

## Using Social Network Analysis to Map Relationships

- Social network analysis depicts the ties between people and/or organizations in a system (“network”).




- Systematic way of examining match between family needs and local system structure.

## Social Network Analysis Focus

- Pick one, e.g., families with substance-use related disorders who are engaged with child protective services.
  - Could even be for a single initiative.
- Networks of the same agencies will often differ depending on the focus.

## Social Network Members

- Write down 3 – 10 people...
  - E.g., John Doe, DSS investigative worker; Jane Doe, DSS in-home services worker; Jenny Doe, guardian ad litem representative *or* name for entire agency.
  - E.g., DSS representative, court, police, tribal leader, domestic violence agency representative, health care provider, substance abuse treatment provider, program evaluator.
- Include those who are most needed, not just those who are currently connected.


  
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## Pick a Type of Tie to Depict

- Just 1 for now.
- Directed ties can go in only one direction or in two directions.


Ed ←————→ Sue

Ed —————→ Sue

Ed ←———— Sue

- Undirected ties are inherently bi-directional.

Ed ————— Sue


  
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## Draw Your Network

```

    graph TD
      Jan[Jan Jones  
DSS investigation] <--> Mary[Mary Morris  
DSS in-home services worker]
      Jan <--> Betsy[Betsy Bowen  
DSS in-home supervisor]
      Mary <--> Betsy
      Mary <--> Andy[Andy Anderson  
SAT counselor]
      Sandy[Sandy Stevens  
SAT intake specialist] <--> Andy
      Andy <--> Wanda[Wanda Warren  
SAT supervisor]
  
```


  
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## Optional: Add Expertise

```

    graph TD
      Jan[Jan Jones,  
child welfare] <--> Mary[Mary Morris,  
community resources]
      Jan <--> Betsy[Betsy Bowen  
child development,  
family systems]
      Mary <--> Betsy
      Mary <--> Andy[Andy Anderson,  
family drug court]
      Sandy[Sandy Stevens,  
housing] <--> Andy
      Andy <--> Wanda[Wanda Warren  
addiction,  
mental health]
  
```


  
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## Optional: Add Beliefs

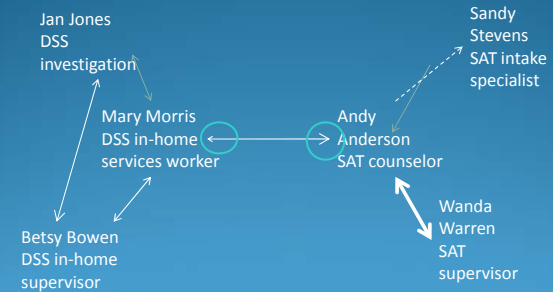
```

    graph TD
      Jan[Jan Jones  
Recovery cannot be trusted.] <--> Mary[Mary Morris  
Drug courts are just the latest fad.]
      Jan <--> Betsy[Betsy Bowen  
Recovery works!]
      Mary <--> Betsy
      Mary <--> Andy[Andy Anderson  
Recovery is, um...]
      Sandy[Sandy Stevens  
What recovery?] <--> Andy
      Andy <--> Wanda[Wanda Warren  
Recovery saves lives!]
  
```

## Assess Your Network

- Overall connectivity
- Connections between individuals
- Reciprocity
- Centrality – demand and reaching out
- Brokers
- Weakly connected or disconnected people or agencies
- # steps between people and resources
- Influence of mandated services (e.g., CPS)?
- People who wield influence—lay leaders, elders, religious leaders?
- Pay attention to the use of terms and common definitions
  - Cultural differences
  - Just different ways of doing things
  - Misunderstandings and misperceptions

## Optional: Incorporate Quality of Ties



## Using Network Analyses to Improve Community Capacity

- Develop network with input from group members.
  - This can help with the buy in process.
- Consider whether to mask any identities.
  - Especially individual people
- Debrief within sub-groups first, especially if any sensitivities.
- Identify and commit to specific, manageable actions.
  - By individuals and by agencies
- Can measure network again to assess progress.

## Benefits of Social Network Analysis

- Examine match between system structure and family needs.
- Strategically identify where new or better ties, cultivation, or awareness are needed.
  - Explore ways to cultivate better ties and awareness and have an action plan for same
    - Examples from RCBF (Joint training, broad community meetings, identifying shared values and goals, etc.)
- Basic network analysis doesn't require software – visual and intuitive.

## Challenges

- Much more accurate if you ask each person:

Agencies	Types of Links (Check the box if you had this link.)		Influential within Coalition	Relationship Quality (Please Circle)
	Competitive	Cooperative		
American Cancer Society				1 2 3 4
Cancer Network				1 2 3 4
Breast Cancer Support group				1 2 3 4
Sam Smith Fund				1 2 3 4
Edwards Memorial Hospital				1 2 3 4

- To be useful need a high response rate ( $\geq 80\%$ ).
- Results can be sensitive and recommendations may involve additional resources/funding.
- Reviewing results requires a skilled facilitator)
- Attend to time and resource limitations, since follow-up will be required.

## Practice and Feedback

- Your ideas for how network mapping could be helpful in your own collaborative partnership.
- Suggestions to make the process more accessible to local partners.
- Share your own challenges.
- Share methods for turning challenges into opportunities for success.

## Thank you for your participation

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