



What Matters To You Project Network Charter

Coordinated Accountable Network of Community Partners for referrals

Network context: What Matters to You (WMTY) project

What Matters To You: A Participant-Centered Approach to WIC Retention, is a project led by Public Health Solutions with the aim to improve retention of children in its Neighborhood WIC program by providing a service enhancement through community partners. As part of this project, WIC participant parents and/or caregivers of children coming up on their first and second birthdays will be specially identified during their WIC appointments to participate in special conversations about the challenges they are facing and what matters most to them. Based on what comes up during these conversations, the nutritionist will refer the participant to services offered by community partners to address their highest priority needs. These community partners – with whom we will establish formal referral and linkage agreements – will collectively comprise a coordinated, accountable network of service providers who will receive, process, and document outcomes for referrals.

Purpose of the Coordinated, Accountable Network of Community Partners

The coordinated, accountable network of the community partners will be committed to successfully and quickly connecting WIC parents, caregivers, and/or families to the services they need and help enhance their perceived value of WIC, thereby increasing the likelihood that they will recertify their children for WIC at ages 1 and 2.

Members of Coordinated, Accountable Network of Community Partners and associated services

Member organizations	Available referral services	Operating Boroughs
Public Health Solutions	Provide referrals Coordinate and resolve technical issues on Unite Us	Queens & Brooklyn
Public Health Solutions	SNAP, Fair Fare, Health Insurance Enrollment, Maternal and Child Health Home Visiting Program(s) (Queens only)	Queens & Brooklyn
Unite Us	Electronic referral services Resolve technical issues on referrals	Queens & Brooklyn
Elmcor Youth and Adult Activities, Inc.	Substance abuse services Employment and training services	Queens
Nazareth Housing, Inc.	Housing services Supportive Housing Program Homelessness Prevention Program Urgent Needs Assistance Program	Queens

The Child Center of NY	Early Head Start Services Infant Toddler Mental Health Services	Queens
Violence Intervention program, Inc. (VIP)	Individual Counseling Advocacy Services	Queens
Legal Services NYC	Public Benefit advocacy Provide advice and counsel Obtain, retain, or increase benefits for participants Obtain non-litigation advocacy services	Queens & Brooklyn
Agudath Israel of America	Employment and Training Opportunities (unpaid internships and long-term training) ESOL class	Brooklyn
CAMBA	Childcare, After school Services	Brooklyn
Neighborhood Housing Services of Brooklyn CDC, Inc.	Housing services: Tenant Support Services Foreclosure Prevention Counseling Services Homeownership Education Services Home Repair Lending Services Financial Capability/Education Homeowner Insurance/Flood/Resiliency Counseling	Brooklyn
OHEL	Behavioral and Mental Health Services	Brooklyn
SCO Nurse-Family Partnership (membership is in process)	Nurse-Family Partnership Program	Brooklyn
Brooklyn Star (membership is still pending)	UPK, After school, Daycare Services	Brooklyn

*More organizations may include in the network depending on the referral needs of the target participants.

Purpose of Network Charter

The purpose of this network charter is to guide the way the network will work together for results. Developed in a participatory process, below are the set of agreements created by the WMTY project network.

Timeframe of the charter

The charter will be effective from January 1, 2020 to February 28, 2021 that will include implementation phase (January 2020 - December 2020) and evaluation phase (December 2020-February 2021).

Network Roles

Role of ‘organizations’: Once a referral is received, the network partner will review the referral information, reach out to the client (make at least three attempts), perform eligibility screening, and take action on the referral within time frames agreed upon in Memoranda of Understanding in one of three possible ways: (1) accept the case if the client fits well with the agreed referral programs; (2) keep the referral on hold for review if it requires more time to make a decision (such as, scheduling appointment with clients, need more information about the referral, etc.); (3) reject the referral if the client is not eligible or the agency is at capacity and cannot provide services.

Role of Unite Us: Unite Us is the technology provider for this Coordinated referral network. They will be available to address any software related issues, answer questions, and provide technical support

through the Chat icon on the Unite Us page. For any technical issues that cannot be addressed through the Chat option, please contact Soalihin Fatema or Lauren Haynes (WMTY project management team) who will coordinate with Unite Us to resolve the issue. Organizations are also expected to update PHS if there are any changes in the agreed referral services so PHS can circulate the information with respective organizations and take necessary measures to ensure smooth operation of the program.

Role of PHS: PHS Quality and Evaluation team (aka WMTY project management team) will facilitate the WIC What Matters To You Coordination Center. They will check-in with partner organizations on a weekly basis for the first four weeks of implementation to identify implementation issues and course correct. In addition to the quarterly network meetings, PHS will extract reports on open cases and have a call or email follow up with the individual organizations on a monthly basis. For any technical issues regarding Unite Us that couldn't be addressed through Unite Us Chat option, all organizations are expected to have bi-lateral correspondence with PHS and PHS will coordinate with relevant organizations to resolve the issue. PHS will also update any changes in services the network members/ organizations. In addition to the overall workflow, PHS will share organization specific workflow (including referral acceptance, follow up and case closing timelines) with all network members. For organizations which have their own data management systems, PHS will work with them separately to determine ways to manage the workflow for the referral data through Unite Us. PHS will also provide training and support to the network members, if and when new staff members are introduced.

WIC What Matters To You Coordination Center: There will be one 'Coordination Center' (CC) for the network consisting of all the network members who exist as separate 'organizations' in the Unite Us universe. The WMTY project management team will facilitate the WIC What Matters To You Coordination Center. The CC will have access to data for both sending and receiving organizations, but it will not receive any referrals. The partner organizations will be able to receive referrals from and send referrals to PHS WIC centers. Also, if an organization rejects a referral for agreed upon reasons, the information will appear in the CC and we would be able to send the referral to another agency, if appropriate.

Network Management

1. Network Meetings

- **Network kick off meeting:** An in-person kick-off meeting will be held with all network members in January 2020. The meeting will be organized in the neighboring area of WIC Centers at Ocean Avenue in Sheepshead Bay, Brooklyn and at Corona, Queens for network members of the respective boroughs.
- **Quarterly meetings:** A conference call (that will last between 30-60 minutes each), will be held among the network members quarterly to review outcome measures, quality improvement activities, share best practices and lessons learned in order to improve network performance.
 - The network members agree to have at least 1 representative in attendance at each quarterly meeting. If the organization has separate staff members

managing Unite Us referrals and communicating with the network (as mentioned in the MOU) then both staff members are expected to participate in the quarterly meetings to share their experience and findings.

2. Decision making

- The primary decision-making method will be through consensus (meaning all relevant parties agree). If consensus cannot be reached, the WMTY project management team will make an executive decision.
- Any issues that may arise from using the platform (Unite Us) should be identified and shared with Unite Us and/or the WMTY project team. Adjustments to workflows and/or software will be made as needed with the goal of improved referral experience both for the agencies and the participants. Depending on the nature, the issue should be resolved bilaterally (PHS & individual member) or as a group (entire network).
- For decisions where an organization is constrained by individual operational factors, those decisions can be made by each organization individually, on a case by case basis.
- Decisions that affect all members of the network will be made collectively.
- Disagreement will be discussed amongst members of the network and resolved through consensus. If consensus cannot be reached, the WMTY project management team will make an executive decision.
- If an organization is unable to follow through on the network agreements, PHS - as overall project coordinator - will work with the agency to create a resolution plan.

3. Network communication:

- Modes of communication: Email, phone calls, Slack, and Box will be widely used for the communication. Email and phone call will remain the primary modes of communication from the WMTY project management team to partners. Partners are welcome to connect and communicate with each other via the WIC What Matters to You Slack workspace or another preferred method. We will use Box as a central repository for all project-related documents and copies of all documents shared via email that pertain to all – or a majority of – network members.
- Types and frequency of communication: PHS will create and share the documents listed below. Network partners are responsible for receiving and reviewing the mentioned documents.
 - Quarterly: A summary report of network performance.
 - Quarterly: Quarterly meeting notes.
 - June 2021: Final evaluation report. Please note: the evaluation report will be submitted to HPRIL (The Hopkins Participant Research Innovation Laboratory for Enhancing WIC Services), the New York State Department of Health, and peer-reviewed journals for publication. Findings are also likely to be presented at conferences in 2021 and 2022.
- Informal / semi-formal communication: Given that the network members expressed interest in extended communication between one another, a Slack workspace will be created. This platform for informal communication will provide an opportunity to strengthen relationships and contribute towards a vision of an engaged and effective network. NOTE: All Slack channels will be visible to all members of the workspace which include Queens

partners, Brooklyn partners, WIC staff at Corona and Ocean, and PHS partner programs. Therefore, all members will strictly follow the rules of confidentiality and will not share any client data, PII, or PHI via slack. Since the network is considered a learning environment, this semi-formal communication platform may serve a good place for thoughtful, probing discussion of: referrals, quality of services, gaps, observed demographic and/or behavioral trends in the population we serve, and more! Such discussion is likely to enrich overall service delivery in the community. However, participation in Slack workspace is completely optional.

4. Meeting roles:

- Meeting agenda: All network members will contribute to meeting agendas.
- Meeting facilitation: PHS will coordinate and share meeting agendas and facilitate the meetings / calls.
- Record keeping: PHS will keep meeting notes and ensure the correspondence is distributed among all network members.
- Timekeeping: Network members will be assigned to time keeping during quarterly calls on a rotating basis

5. Expectations from network members:

- Send at least 1 representative to participate in every meeting.
- Actively participate in network activities which includes:
 - take action on the referrals by the agreed timelines,
 - respond to follow up calls and/or emails,
 - contribute to quarterly meeting agenda topics,
 - participate in constructive discussion during the meetings,
 - participate in surveys and interviews as part of the evaluation.
- Honor meeting time.
- Respect others' opinion and expertise.
- Treat this as a learning environment.

HIPAA COMPLIANCE PROCEDURES

All individually identifiable health information (including information relating to patients and/or study subjects whose identities may be ascertained by the exercise of reasonable effort through investigation or through use of other public or private databases) shall be treated as confidential by the Parties in accordance with all applicable federal, state and local laws, rules and regulations governing the confidentiality and privacy of individually identifiable health information, including, but without limitation, to the extent that each Party is subject to it, the Health Insurance Portability and Accountability Act of 1996 and the rules and regulations promulgated thereunder, as the same may be amended and supplemented from time to time (collectively referred to herein as "HIPAA"). The Parties agree to take such additional steps and/or to negotiate such amendments to this MOU as may be required to ensure that the Parties are and remain in compliance with HIPAA and official guidance.