



Partner Coalition

IMPACT WV identifies Keys to Coalition Success: The Critical Roles of Resource Sharing, Mission Alignment, Collaboration and Information Exchange.

Study summary:

IMPACT WV has developed and implemented models of care aimed at strengthening services for families in West Virginia with infants exposed to substances in utero or diagnosed with neonatal abstinence syndrome (NAS). This study examines the role of developing coalition partnerships in delivering coordinated, effective care.

Background

Partnerships are important for the success of the IMPACT WV program and the IMPACT WV Coalition. The IMPACT WV Coalition is composed of four sites: three demonstration sites and one specialty site. Wheeling Hospital oversees direct services, local training and technical assistance in three targeted counties: Wetzel, Ohio and Marshall. Burlington United Family Services (BUMFS) oversees activities at a second demonstration site for Preston, Harrison and Marion counties. In 2021, this site added Taylor and Monongalia counties. CASA Inc. became the third demonstration site in 2021 providing services to Tyler, Wetzel, Marshall and Ohio counties.

Each demonstration site works with local and regional partners representing home visiting, medical services, allied health, substance use services, social services, justice system, and other key stakeholders/partners in their region. The specialty site is the Taylor County Family Resource Network. This site provides specialty services such as peer recovery coach services and training. A team from the West Virginia University Center for Excellence in Disabilities (WVU CED) oversees activities from Morgantown, WV as the coordinating site.

Results

Who is in the network?

- 174 partners in 2019-20
- 194 partners in 2020-21
- 206 partners in 2021-22
- 177 partners in 2022-23

By the fourth year, **52** new partners had been identified.

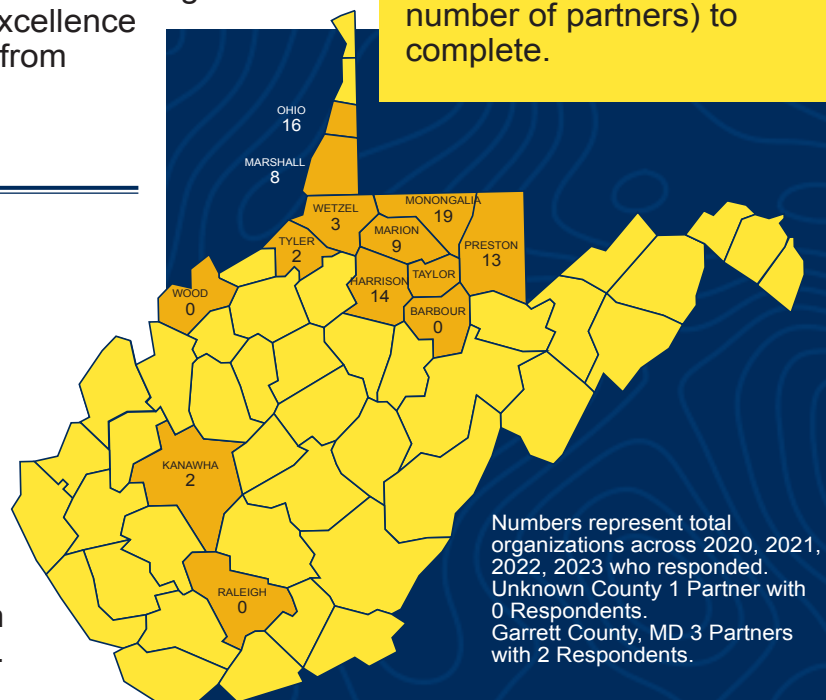
The coalition lost 35 partners due to facility closure, no longer being in contact, or mission changes that did not overlap with the network.

Summary focus

This summary describes how the IMPACT WV Partner Coalition changed over time from 2019 to 2023.

Methods

Partners were asked to complete the Partner Tool survey annually. The survey was delivered online and took an average of 25-30 minutes (depending on number of partners) to complete.

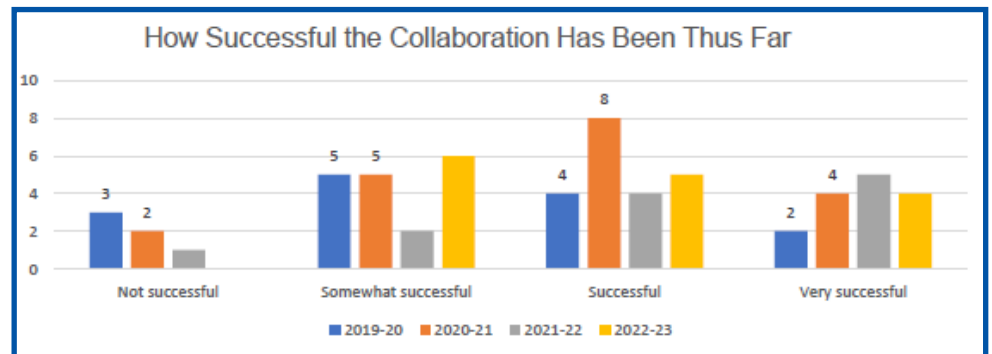


Network success

Partners were asked to provide their perceptions about the coalition's success since starting in September 2018. Most of the respondents noted the network had been "somewhat successful", "successful" or "very successful" throughout the program period.

Key factors:

- Sharing resources
- Having a shared mission
- Creating relationships
- Exchanging information as a means to the success



Across all reporting years, the number of partners who viewed the network as "successful" and "very successful" **doubled**.

Other notable factors included meeting regularly, bringing together diverse stakeholders, and collective decision-making.

15% of the sample in the first two years felt the network had not been successful at meeting all goals. However, these perceptions did not seem to last through the entire time as only one respondent endorsed this in 2021-22, and no respondent endorsed it in 2022-23.

Coalition characteristics

Partners were also asked to describe their involvement within the coalition and the coalition's overall impact. Impact was measured in several ways including power and influence, commitment, resources, reliability, sharing, and open discussion. Overall, partners felt their organization worked closely with the IMPACT WV network, although frequency declined in 2021-22. Perhaps this was related to the COVID-19 pandemic, but other factors may have been involved and would need to be explored. Perceived organizational power to influence the mission of the network was universally lower than other perceptions of the coalition. This remained constant over time. Commitment to the coalition goals also dropped during the 2021-22 period but increased in the last year of the program.

Partners reported providing resources to the coalition consistently over time but this became less frequent during the last year. Activities in the last year also changed in that period from a focus on heavy enrollment to reviewing data, quality improvement and follow up. Select perceptions of the coalition also dropped slightly in the last year, including the topics of reliability and open discussions. This could be associated with the type of activities being completed during that period but would need to be explored further.



Network changes over time

These two figures represent the entire coalition, including the demonstration sites and coordinating center. The baseline partner assessment of the IMPACT WV Coalition identified opportunities for growth over the next three years. As illustrated in the final figures, several partners included in the baseline were not yet included or connected to the network formally. Some partners continued to remain on the edge of the coalition (using coalition resources but not perceiving themselves as a partner) over the entire period. However, those in that situation changed to include different partners over time, with some of those partners moving into the coalition in later years.

Definitions

- Nodes: represent organizations and are bigger when trust/values scores are higher
- Lines: relationships

2020-21

2022-23

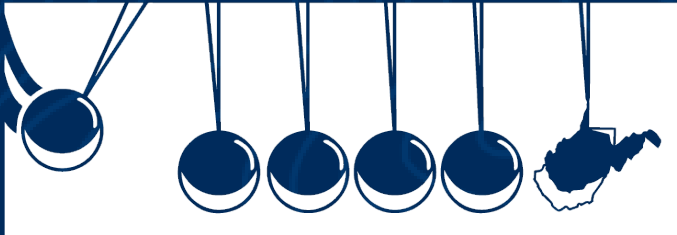
The partners included within this group represent wide-ranging and integral services to the IMPACT WV mission. Results show that each demonstration site and the coordinating center needed to focus not only on strengthening existing partnerships but connecting new partners who could contribute positively to the coalition's mission. Over time, the coalition was more multifaceted in terms of the disciplines and sectors partners represented. The connectivity was also more noticeable throughout the reporting period, illustrating an interdependence among partners.

Conclusions

Over the course of the program period, our concept of the coalition and partners who would be involved because they share an interest in neonatal abstinence syndrome (NAS) and two-generational services in the rural setting changed. We increased potential partners for the network. Partners introduced to the coalition felt their contribution would focus on community connections, sharing information or providing advocacy in some way. As they stayed in the coalition longer, these contributions were realized and new offerings developed in health expertise through coalition training and module development as families started to enroll and referrals for services were made.

Partners viewed the coalition to be moving toward its mission and successful in efforts to meet its goals. The 2021-22 period was a challenge for the coalition in many aspects as the communication and partner interaction changed significantly during the pandemic. Overall, partners attributed growing success to exchanging information with others, sharing resources and bringing partners together to learn from one another. The coalition has developed into a dense system of partners who share resources and add services to their communities. Partners also perceived the coalition to have grown in its commitment to the mission and group cohesion.

Each demonstration site experienced significant change during the program period. For most, the number of partners (at least those identified and represented in this assessment) declined after the 2020-21 period. In the last year, most demonstrations sites were solely working within the smaller demonstration site and coordinating center network rather than in their communities.



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