

# Data Model

| Employment                                |   | Value                     |
|---|---|---------------------------|
| Domain: Employment                        | FT work above minimum wage with employer provided benefits                        | Value: 10                 |
|   | PT employment (by choice) that supplements (adds to) income needs                 | Value: 8                  |
|   | Retired or disabled; not in work force or seeking employment; sufficient income   | Value: 8                  |
|   | FT work above minimum wage without employer provided benefits                     | Value: 7                  |
|   | FT work at minimum wage with or without employer provided benefits                | Value: 5                  |
|   | Receiving SSI or SSDI   | Value: 5                  |
|   | Employed. Currently on FMLA (no pay)  | Value: 4                  |
|   | PT employment with or without benefits  | Value: 3                  |
|   | Unemployed with work history or skills  | Value: 2                  |
|   | Retired or disabled; not in work force or seeking employment; insufficient income | Value: 1                  |
| Unemployed without work history or skills | Value: 1  |                           |
| <b>Direct Service Name</b>                |   | <b><u>Item Group?</u></b> |
| Scale: Employment                         | Background Check  | Employability             |
|   | Career counseling   | Employability             |
|   | CDL Certification   | Employability             |
|   | CDL Training  | Employability             |
|   | Employability assistance classes  | Employability             |
|   | Job application   | Employment                |
|   | Job Fair  | Employment                |
|   | Job placement   | Employment                |
|   | Job readiness training/workshop   | Employability             |
|   | Job referrals   | Employment                |
|   | Job retention   | Employment                |
|   | Job search  | Employment                |
|   | Life skills workshop  | Employment                |
|   | Online Job Search   | Employment                |
| On-the-job training                       | Employment  |                           |

# Intake

Reception

INTAKE

Client Interests

Applications

Programs

Employment

Education

Trainings

Services

Forms



Leon Heights

Client | 1010

[Change](#)

Case Management Client

Created: 1/30/19

Status: Active [Change](#)

Navigators: Adam Franklin  
[Change](#)

Groups: [Check-Ins](#)

Options

Contacts >

Notes >

Schedule v

Budget >

Assessments v

Files v

Basic

Information

Warning Indicators

Primary Language

Gender

Race

Ethnicity

Military Status

Military

## Gender

### Gender

Female

✓ Male

Other

Unknown/not reported

## Race

### Races

- American Indian or Alaska Native
- Asian
- Black or African American
- Multiracial
- Native Hawaiian or Other Pacific Islander
- Other
- Unknown/not reported
- White

## Ethnicity

### Ethnicity

✓ Hispanic, Latino or Spanish Origins

Not Hispanic, Latino or Spanish Origins

Unknown

## Military Status

### Military Status

Active Military

✓ Not enrolled in the military

Unknown/Not Reported

Veteran

# Assessment

Home Applications Programs Employment Education Trainings Services Forms

**Shelby Willowbrook**  
Client | 1002

Share

Case Management Client

Created: 1/30/19  
Status: Active [Change](#)  
Navigator: Adam Franklin  
Group: Financial Education  
Options

Contacts >  
Notes >  
Schedule v  
Budget >  
Assessments v  
Files v  
Reports v  
Family v  
Release v

Scales

- Childcare
- Early Childhood Education (ECE)
- Education-Adults/Youth (Over 18)
- Employment**
- Food and Nutrition
- Health Insurance-Adults
- Health Insurance-Children
- Primary Health Care
- Household Budgeting
- Energy
- Housing
- Auxiliary Assistance
- Transportation

### CONDUCT ASSESSMENT - 1. PRIMARY ASSESSMENT

Properties highlighted in yellow were selected in the last assessment

[Print Assessment](#)

#### Employment

|  |                                     |
|--|-------------------------------------|
| FT work above minimum wage with all employer provided benefits       |                                     |
| FT work above minimum wage with some employer provided benefits      |                                     |
| <b>FT work above minimum wage without employer provided benefits</b> | <input checked="" type="checkbox"/> |
| FT work at minimum wage with employer provided benefits              |                                     |
| Disabled: receiving SSI or SSD                                       |                                     |
| FT work at minimum wage without employer provided benefits           |                                     |
| PT employment with benefits  |                                     |
| PT employment without benefits                                       |                                     |
| Unemployed with work history or skills                               |                                     |
| Unemployed without work history or skills                            |                                     |
| N/A  |                                     |

#### Finalize Assessment

To complete the assessment, select a date for the next Assessment (or check 'No Followup Needed'), confirm the Finalize Date, and click 'Finalize Assessment'. The default next assessment date is 3 months from today.

**Next Assessment**  
Schedule a followup assessment

No followup needed

**Finalize Date**  
Change this to finalize your assessment

Date: 06/07/2019

Date: 11/07/2019 Time: 09:30 AM

[Finalize Assessment](#)

# Matrix

eLogic Genesis

PEOPLE Places Classes Reports Agency Admin

Intake Applications Programs Employment Education Trainings Services Forms

Hunter Jobs  
Client | 1083

Change

Case Management Client

Created: 5/21/19  
Status: Active [Change](#)  
Groups: [Laundry Truck](#)

Options

- Contacts
- Notes
- Schedule
- Budget
- Assessments
- Files
- Reports

Assessment History Give new assessment

Show N/A Scale

ASSESSMENTS Services Goal Plans/Projections Notes

Domains

- All
- Childcare
- Client Survey
- Education and Training
- Employment
- Scales
- Statuses
- Packs

Primary Health Care (Health Care)

Case History Report

| Date    | Score | Status | Description  |
|---------|-------|--------|--|
| 5/21/19 | 6     | Stable | Limited access to providers; immediate needs addressed |
| 7/6/19  | 8     | Safe   | Access to various providers as needed                  |

Assessments Quick Assess

Transportation (Transportation)

Case History Report

# Referral

## All Services

Add Agency Service Add Referral Service Add Item Group

Agency Services

**Referral Services**

Item Groups

### Referral Services

Search services... 🔍

Filter services by agency: Select Agency... ▾

| Agency                 | Domain             | Name                                 | Cost    | Groups              |       |
|------------------------|--------------------|--------------------------------------|---------|---------------------|-------|
| Adam's Tech            | Employment         | On-The Job Training                  | \$0.00  | Employment          | ⚙️ 🗑️ |
| Connecting Communities | Legal              | Referral for Community Service Hours | \$0.00  |                     | ⚙️ 🗑️ |
| Non-profit Bank        | Financial Literacy | Micro Loan Seminar                   | \$25.00 |                     | ⚙️ 🗑️ |
| Non-profit Bank        | Financial Literacy | Small Business Loan Application      | \$15.00 |                     | ⚙️ 🗑️ |
| The Healing Center     | Health Care        | Family Therapy                       | \$70.00 | Children's Services | ⚙️ 🗑️ |

# Aggregate Report

[People](#)[Places](#)[Classes](#)**REPORTS**[Agency Admin](#)[SuperAdmin](#)

Module 4 Report

[← All System Reports](#)

## Set Report Filters

To not include a filter when you run the report, simply leave the filter options blank.

Client Created: 11/4/18 - 11/4/19 Child Groups: St Francis, CCH, DHA, CWEE, LFS, FHI

[Change Filters](#)[Print](#)

NPIS

Services

### Domains

All

Civic Engagement and  
Community Involvement  
IndicatorsEducation and Cognitive  
Development

Employment

Health and Social/Behavioral  
Development**Housing**

### Housing

| Statement  | # of participants served |
|--|--------------------------|
| <i>FNPI 4a</i> The number of households experiencing homelessness who obtained safe temporary shelter.   | 28                       |
| <i>FNPI 4b</i> The number of households who obtained safe and affordable housing.  | 52                       |
| <i>FNPI 4c</i> The number of households who maintained safe and affordable housing for 90 days.  | 52                       |
| <i>FNPI 4d</i> The number of households who maintained safe and affordable housing for 180 days.   | 52                       |
| <i>FNPI 4e</i> The number of households who avoided eviction.  | 1                        |
| <i>FNPI 4f</i> The number of households who avoided foreclosure.   | 0                        |
| <i>FNPI 4g</i> The number of households who experienced improved health and safety due to improvements within their home (e.g. reduction or elimination of lead, radon, carbon dioxide and/or fire hazards or electrical issues, etc). | 0                        |

## What is Community Change/Transformation?

It is when **structural issues** in the community are ameliorated or **when a community wide issue changes** and it impacts **community statistics**, such as when the employment rate fluctuates.

### Definition of Community-Level Work

#### Does the Initiative:

|   |   |
|---|---|
| ✓ | Meet a clearly identified community need?   |
| ✓ | Result in community change that is observable and measurable?<br>AND<br>Is that change a direct result of the initiative?           |
| ✓ | Include community strategies that engage external stakeholders?<br>(e.g., customers, community partners or others in the community) |



# Establishing Community Level Work

## Identify the Need

- Gather and verify data.
- Do a factor analysis – consider the trends.

## Identify the outcome you want

- Identify factor/s that will drive the selection of strategies.

## Identify Strategy

- How will you meet your goal?
- Who will be your partners?

## Identify performance measures

- Consider data that will demonstrate change.



# Development and Implementation of a Person Centered-Data Driven Organizational Framework for Delivery of Health and Human Services in the Denver Metro Community Action Network (DMCAN)

|   |   |
|---|---|
| The Person Centered-Data Driven Organization.....                                     | 3 |
| What is a Person Centered-Data Driven Organization? .....                             | 4 |
| The Four Operational Pillars .....  | 5 |
| Why Now? .....  | 6 |
| The Application of Data Drivenness to the Denver Metro Community Action Network ..... | 7 |

## The Application of Data Drivenness to the Denver Metro Community Action Network: Steps One through Eleven

|  |    |
|--|----|
| Step One: Develop an Agency Flowchart.....   | 8  |
| Step Two: Determine When a Person Becomes a Client .....   | 9  |
| Step Three: Data Standards .....   | 10 |
| Step Four: Develop and Implement a Universal Agency Wide Intake and Assessment Process .....       | 12 |
| Step Five: Determine the Types of Clients .....  | 12 |
| Step Six: Develop Policy and Procedures for Providing Services to Either Type of Client .....      | 15 |
| Step Seven: Implementation of the Carter-Richmond Methodology .....                                | 17 |
| Step Eight: Training, Testing and Certification of Agency Staff .....                              | 20 |
| Step Nine: Develop Monitoring Procedures to Ensure the Quality and Timeliness of Data .....        | 21 |
| Step Ten: Reporting-Development and On-Going Production of Diagnostic and Management Reports ..... | 21 |
| Step Eleven: Analysis of Data and Program Evaluation .....   | 21 |

## The Application of Technology to Managing Client Services and Data Analytics: Steps Twelve through Twenty-one

|   |    |
|---|----|
| Step Twelve: Digitize Paper Records and Forms.....  | 26 |
| Step Thirteen: Consolidate Software Systems .....   | 26 |
| Step Fourteen: Establishing a Client Portal .....   | 27 |
| Step Fifteen: Identify Eligibility Criteria, Implement an Eligibility Calculator and Calculate Federal Poverty Levels ..... | 27 |
| Step Sixteen: Identify Data Security Protocol.....  | 28 |
| Step Seventeen: Quality Control .....   | 29 |
| Step Eighteen: Quality Control - Counting Clients and Follow-up .....   | 30 |
| Step Nineteen: Baseline Assessment and Reassessments .....  | 32 |
| Step Twenty: Communication .....  | 32 |
| Step Twenty-One: Communication-Notifications, Reminders and Appointments.....   | 33 |



# Person-Centered/Data-Driven Organizations

[START COURSE](#)

[DETAILS](#) 

An overview of what it means to be a Person-Centered/Data-Driven Organization, why it matters, and the framework for integrating data at the core of your organization.

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In order for data to be useful for your organization and your clients, it needs to be accurate, reliable, timely, and complete.



There are two central themes in this section:

1

**Developing and establishing** policies, procedures, common definitions and monitoring practices that could be implemented within the organization.

2

**Introducing the fundamentals** of data analysis and evaluation to orient staff as to their roles and responsibilities in the process, not necessarily as data analysts, but in the supporting role as stewards of good data collection and management practices.

**A data-driven organization is characterized by five core values:**



Organizations can avoid the effects of scarcity by becoming more **resilient**.

Data can inform this process.

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## Reflection

- What signs of organizational scarcity do you see happening in your organization? How about organizational resilience?
- How does your agency demonstrate the five core values?
- What areas do you want to improve?



## Organizations need to invest not just in data analytics, but sustain their focus across four operational pillars:

PEOPLE

PROCESSES

PLATFORMS

PARTNERS

The organization must identify all persons and their roles and responsibilities in the collection and analysis of data. This includes staff within the organization itself as well as staff in other organizations such as those in the organization's referral network.



## The Good Works Agency



Throughout this program, we will be observing the Good Works Agency (GWA) as they review how their organization uses data and makes decisions about what they would like to change.

As they review and plan, they want to keep in mind the four operational pillars.

## People

The Good Works Agency has 12 staff members (plus a couple of unfilled positions), representing administration and several different programs.

Staff of the Good Works Agency





## The Person Centered-Data Driven Organization

Human Service organizations are frequently characterized as data rich but information poor. They are competent data collectors usually in compliance with third party reporting requirements but rarely have the opportunity to review, interpret or synthesize the data into information that can be applied to the management of the organization.

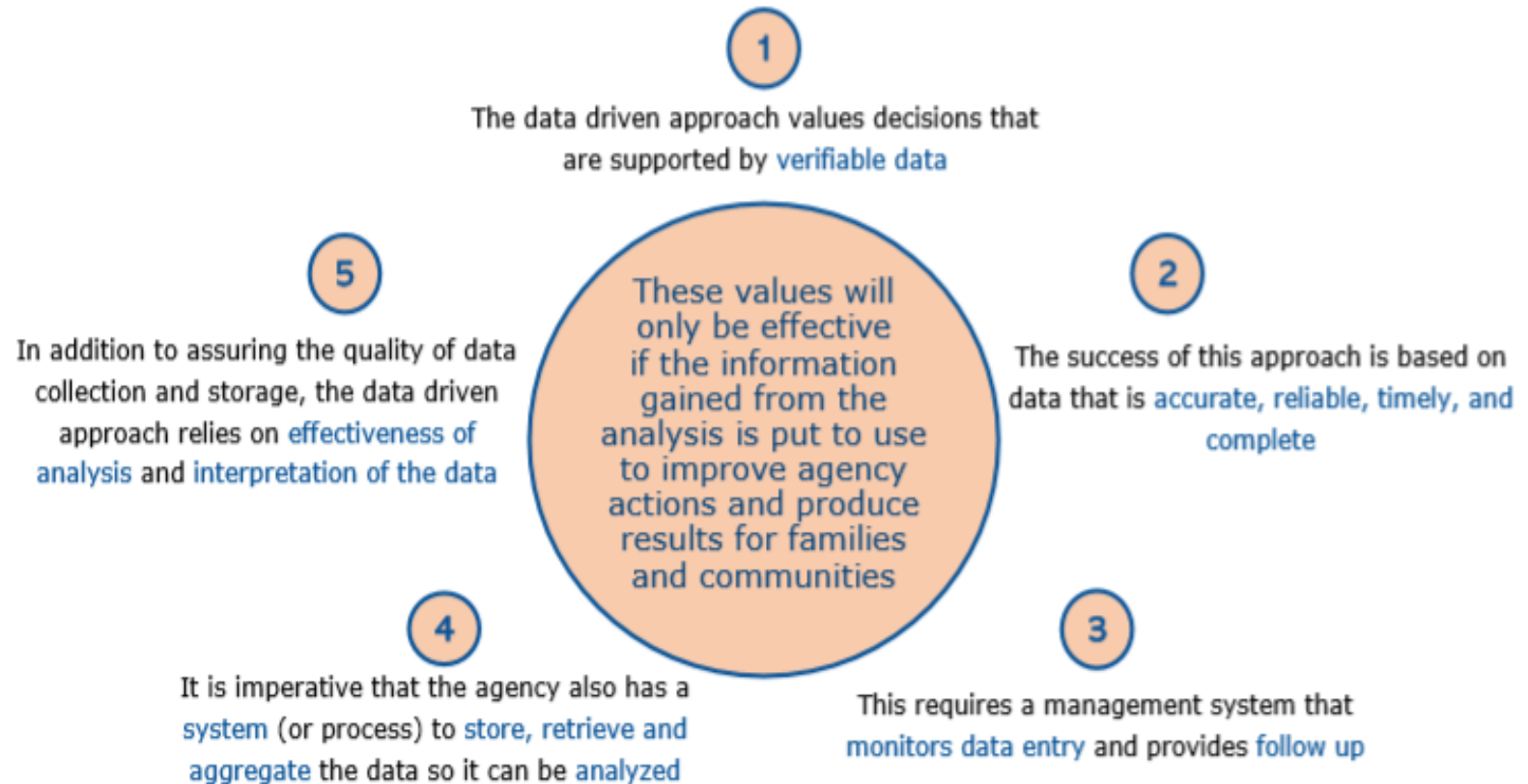
As Peter Drucker has written, "The organization must be information-based. Information must flow from the individuals doing the work to the board and management, and it must flow back as well."

In Creating a Data-Driven Organization, Carl Anderson starts off saying, "Data-drivenness is about building tools, abilities, and, most crucially, a *culture* that acts on data." It's about acquiring and analyzing data to make better decisions.

- An organization must be collecting data and it has to be the *right* data. It also has to be timely, accurate, clean, unbiased; and perhaps most importantly, it has to be trustworthy.
- Data must be accessible and queryable. There must be a data-sharing culture within the organization so that data can be joined. An organization must have people with the right skills to use that data.
- People must be in the loop to ask the right questions and have the skills to extract the right data and metrics and use that data for management and decision making.....O' Reilly.com
- *Without data you're just another person with an opinion.....William Edwards Deming*

# What is a Data Driven Organization?

*A data driven organization is characterized by the following core values*



**Data Drivenness** is the extent to which an organization is culturally and operationally oriented to apply data as a source of actionable insight in support of advocacy, marketing, engagement of stakeholders and the broader focus of the organization.

It implies that organizations have the right expertise, experience, and skills to get the most value out of their data with an emphasis on data analytics. Organizations need to invest not just in data analytics, but across four operational pillars:

**People**

**Platforms**

**Partners**

**Processes**

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## The Four Operational Pillars



The diagram consists of four orange circles arranged in a descending staircase pattern from top-left to bottom-right. Each circle is connected to a corresponding text block on its right. The circles are labeled 'People', 'Platforms', 'Partners', and 'Processes' in blue text.

### People

The organization must identify all persons and their roles and responsibilities in the collection and analysis of data. This includes staff within the organization itself as well as staff in other organizations such as those in the organization's referral network.

### Platforms

The organization must identify its database and any other databases with which it interacts or exchanges data. The platforms or databases must be clearly understood whether maintained in-house or by third party vendors.

### Partners

Organizations rarely operate independently and the health and well-being of its partners are crucial to the accurate and reliable collection of data. Formal agreements are necessary for the sharing of data as are client confidentiality waivers and in many situations, HIPAA compliance.

### Processes

Organizations must establish clearly articulated work processes that identify the flow of information, the involvement of staff, timeframes and reporting requirements.

Please Note: The Four Operational Pillars: People, Platforms, Partners and Processes are found in the literature going back at least 10 years and are defined by each author.

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# Mission

Working in a collaborative partnership and sharing resources and data, the Denver Metro Community Action Network (DMCAN) will increase the efficiency and effectiveness of employment and other supportive programs and services to Denver's low-income residents so they achieve economic stability, mobility, and security.

# DMCAN Agency Logic Model

| Identified Need, Problem, Situation  | Service or Activity  | Outcome--Statement of Expected Results  |
|--|--|---|
| Planning   | Intervention   | Benefit   |
| <ul style="list-style-type: none"> <li>• Case workers and people served within the DMCAN Network may not be aware of the various referral options offered by member agencies.</li> <li>• Formal network collaboration among member agencies is needed to improve the efficiency and effectiveness of services supporting people moving towards economic stability, mobility, and security.</li> <li>• Staff from member agencies may benefit from knowing the specific skill sets of other member agency staff and through training and mutual support, may better serve their clients and support each other through training.</li> <li>• Need data and analysis of data to demonstrate that a collective integrated service delivery system is a more efficient and effective operating model compared to individual agency efforts.</li> <li>• Need to avoid duplication of services.</li> <li>• Need for agency training that integrates social work practices along the basics of data drivenness and policy analysis for front line staff, supervisors, managers, and Boards of Directors.</li> <li>• Need for agency training that establishes a professional staff development path with the goal of increasing employee retention and reducing turnover.</li> </ul> | <ul style="list-style-type: none"> <li>• Create and manage the Denver Metro Community Action Network (DMCAN)</li> <li>• Draft and sign an Inter-Agency Data Sharing Agreement for all DMCAN member agencies that sets the terms for data sharing, identifies shared data elements and protects the privacy and confidentiality of participating clients.</li> <li>• Establish policies and procedures for formal data referral sharing among network members.</li> <li>• Identify the framework for collective CSBG and other required reporting on a community level for agencies in DMCAN.</li> <li>• Develop Cost-Benefit and ROI (Return-on-Investment) scenarios for DMCAN.</li> <li>• Provide training via The Learning Academy addressing both staff and organizational needs.</li> <li>• Identify short, intermediate and long-term training outcomes and the tracking of training results.</li> <li>• Training on the Person-Centered Data Driven Services Delivery Model.</li> </ul> | <ul style="list-style-type: none"> <li>• Coordinated referral/entry process resulting in better use of agency resources.</li> <li>• Ability to identify available supportive services from among the DMCAN members.</li> <li>• Increased knowledge of available resources across the DMCAN network.</li> <li>• Ability to identify the extent of, if any, duplication of services.</li> <li>• Create realistic performance measures for job placement, employment and retention across DMCAN.</li> <li>• Shared data to enhance the validity of program outcomes.</li> <li>• Demonstrate the collective impact of a data driven network on the efficiency and effectiveness of services.</li> <li>• Measure the impact of training on staff performance, agency operations and service delivery.</li> </ul> |



# DMCAN Employment Logic Model

| Identified Need, Problem, Situation   | Service or Activity  | Outcome--Statement of Expected Results  |
|---|--|---|
| Planning  | Intervention   | Benefit   |
| <ul style="list-style-type: none"> <li>• There is a need for job training, education and supportive services for persons preparing for and seeking employment.</li> <li>• Low income Denver Metro residents need to acquire employability skills that help prepare them for employment, living wage employment and a career path.</li> <li>• Low income Denver residents need to acquire skills and education in order to secure and maintain employment that leads to economic stability, mobility, and security.</li> </ul> <p><u>Need for Employability and Employment Supportive Services</u></p> <p>Lack of:</p> <ul style="list-style-type: none"> <li>• Affordable housing near transportation.</li> <li>• Positive environments to support healthy outcomes.</li> </ul> <p>Need:</p> <ul style="list-style-type: none"> <li>• Affordable child care.</li> <li>• Additional resources for health and mental health services.</li> </ul> <p>Need to:</p> <ul style="list-style-type: none"> <li>• Support re-entry reform.</li> <li>• Support and provide resources in proximity to where people in need live.</li> </ul> | <ul style="list-style-type: none"> <li>• Digital literacy and job skills training.</li> <li>• Enrollment in vocational training education programs.</li> <li>• Enrollment in industry recognized certification programs.</li> <li>• Job coaching.</li> <li>• Career counseling.</li> <li>• Job placement.</li> <li>• Attendance at the Training Academy.</li> <li>• New employers recruited collaboratively by DMCAN member agencies.</li> </ul> <p><u>Supportive Services for Persons in Employability and Employment Programs</u></p> <ul style="list-style-type: none"> <li>• Identify and help refer clients into affordable childcare.</li> <li>• Identify and refer clients into affordable and safe shelter and housing.</li> <li>• Identify and refer clients to health and mental health services.</li> </ul> | <p><u>Employability Outcomes</u></p> <ul style="list-style-type: none"> <li>• Improve digital literacy and job skills.</li> <li>• Enrollment in a vocational program in their field of interest.</li> <li>• Complete an industry recognized certification.</li> <li>• Completion of a training academy.</li> <li>• Obtain training or educational opportunities.</li> <li>• Self-reporting on increased job skills and better self-image.</li> <li>• New employers recruited by DMCAN member agencies.</li> <li>• New employer members from different business sectors will be recruited to the Business Advisory Committee.</li> </ul> <p><u>Employment Outcomes</u></p> <ul style="list-style-type: none"> <li>• Part time employment.</li> <li>• Full time employment.</li> <li>• Complete job readiness services and obtain employment.</li> <li>• Complete an Academy and secure employment within ninety (90) days of completion.</li> <li>• Complete an industry recognized certification and either obtain employment or advance within their industry within ninety (90) days of certification.</li> </ul> |

## Denver Metro Community Action Network (DMCAN) Theory of Change

**Mission:** Working in a collaborative partnership and sharing resources and data, the Denver Metro Community Action Network (DMCAN) will increase the efficiency and effectiveness of employment and other supportive programs and services to Denver's low-income residents so they achieve economic stability, mobility, and security.

### GOALS

- Case workers in DMCAN learn about the various **referral options** offered by member agencies to foster an environment of shared rather than competitive services.
- **Formal network collaboration** improves the efficiency and effectiveness of services supporting people moving towards economic stability, mobility, and security.
- Demonstrate that a **collective integrated service delivery system** is a more efficient and effective operating model compared to individual agency efforts.
- Training that integrates social work practices with data drivenness and policy analysis for all agency staff and Boards and establishes a **professional staff development path** with the goal of increasing employee retention and reducing turnover.

### SERVICES & STRATEGIES

- **Ongoing management** of DMCAN.
- Implement an **Inter-Agency Data Sharing Agreement** for all DMCAN member agencies that sets the terms for data sharing, identifies shared data elements and protects the privacy and confidentiality of participating clients.
- Establish **policies and procedures** for client referrals among DMCAN members.
- Identify the **framework and outcomes** for CSBG and other required reporting for community level work.
- **Provide ongoing training** via The Leadership Academy addressing both staff and organizational needs.
- Develop **Cost-Benefit and ROI** (Return-on-Investment) scenarios for DMCAN.

### IMPACT-SUCCESS

- **Coordinated referral/entry process** resulting in better use of agency resources.
- Ability to identify available supportive services and **increased knowledge of resources** across the DMCAN network.
- Identify **duplication of services**.
- Establish **realistic performance measures** for job placement, employment and retention across DMCAN agencies.
- Analyses of **shared network data** to enhance the validity of program outcomes.
- Demonstrate the **collective impact** of a data driven network on the efficiency and effectiveness of services.
- Measure and demonstrate the **impact of training** on staff performance, agency operations and service delivery.

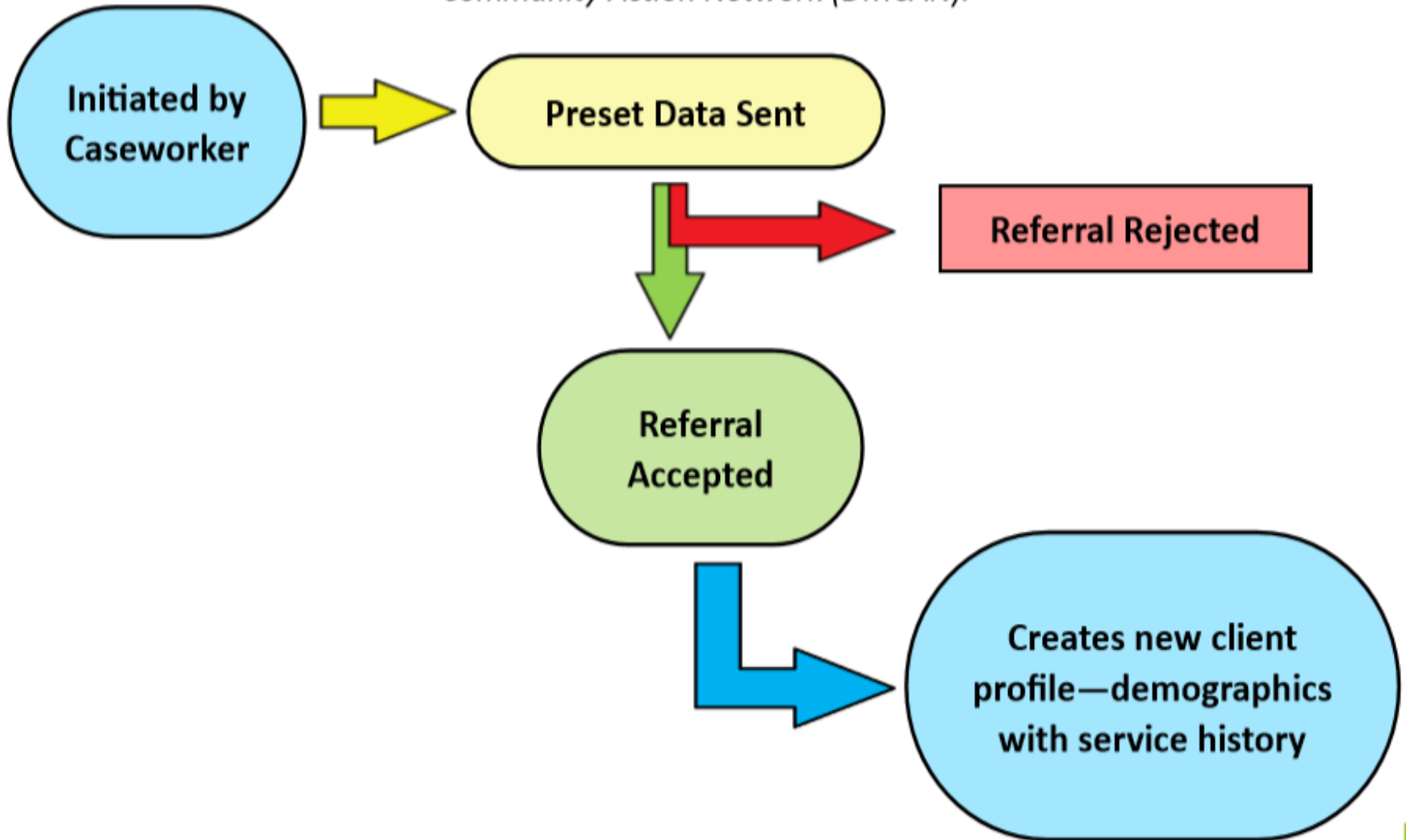


**Denver Metro Community Action Network  
eLogic Genesis© Data Sharing Agreement**

- By signing this Inter-Agency Data Sharing Agreement, the agencies identified in Exhibit A-Participating Agencies shall be designated a “participating agency” in the Denver Metro Community Action Network hereafter referred to as “DMCAN”. Each signatory to this Data Sharing Agreement agrees to share demographic and programmatic client data using the eLogic Genesis© database in order to benefit clients and agency staff by eliminating duplicate intakes and other administrative and supportive activities in the provision of services to the agencies clients. Client data can be shared, with client consent, between participating agencies and each agency must be in compliance with HIPPA policies and procedures. Participating agencies will not share health or behavioral health data.

# DMCAN Network Referral-Client Connections

*Network referrals enable you to transfer client data to other agencies within the Denver Metro Community Action Network (DMCAN).*



# DMCAN Members/Partners

## Direct Service Agencies:

- Anschutz Medical Campus-Job Hub
- Bayaud Enterprises
- Denver Housing Authority
- Center for Work Education and Employment
- Colorado Coalition for the Homeless
- Lutheran Family Services
- Saint Francis Center
- Jewish Family Services (soon to join)

## Supporting Partners

- Colorado Community Action Association
- Financial Health Institute
- The Center for Applied Management Practices