

VisibleNetworkLabs

REQUEST FOR PROPOSAL 23-04-HEA-01

Cochise County, Arizona

**A Network Analysis of Cochise County:
Focusing on COVID-19 Vaccine Equity**

Prepared by Visible Network Labs

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Transmittal Letter

January 20, 2023

Cochise County Health and Social Services
1415 Melody Lane, Bldg. A
Bisbee, AZ 85603

To Whom it May Concern,

Thank you for the opportunity to submit our response for Cochise County's Request for Proposal (23-04-HEA-01) for a social network analysis (SNA) focusing on COVID-19 Vaccine Equity. The following proposal is in response to RFP 23-04-HEA-01.

Vendor Information:

Visible Network Labs, Inc.
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Arvada, CO 80005

Name, title, and telephone number of Point of Contact:

Kelly Sprong, VP of Strategic Partnerships
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720-261-0819.

We look forward to discussing with you further.

Danielle Varda

Danielle Varda, PhD, CEO and Founder
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Non-Collusion Affidavit

Please find the Non-Collusion Affidavit as Appendix A.

Cost Proposal

Proposed Scope of Services

Visible Network Labs proposes to work in partnership with Cochise County Health & Social Services (CCHSS) to develop a comprehensive social network analysis of COVID Vaccine Equity, in order to see patterns in partnerships, identify gaps in services, and develop action steps and strategies to leverage network connections. We apply a network science framework to our approach, with a focus on measuring the quality and quantity of interactions, rather than a “more is better” approach. This includes identifying strength of connections and key players, highlighting gaps and silos, and assessing key outcomes.

Tracking the impact and effectiveness of network interventions over time is complex. At Visible Network Labs (VNL), we built a methodology and platform on a foundation of network science and years of research to manage an ecosystem of partners with a smart but simple solution. PARTNER [Program to Analyze, Record, and Track Networks to Enhance Relationships] is a CPRM [Community Partner Relationship Management] platform for data tracking, visualization, collaborative evaluation, and strategy development to assess the quality and quantity of relationships over time. Our Data Science team will use our validated methods and the [PARTNER CPRM](#) to collect and manage data, analyze impact and outcomes, inform decision-making, and demonstrate return on investment of systems change activities.

We start with our validated PARTNER survey and incorporate customized questions to provide analysis that can: 1) describe your network and tell the story of its growth and progress, 2) link the network relationships and partnerships to outcomes, and 3) inform a quality improvement process for strategies and actions steps. Specifically we will work to address concrete steps that the County and networks are taking to include underserved/underrepresented populations’ perspectives in their work. The survey can capture non-traditional and traditional partners to measure equity in access to COVID vaccines throughout the County. There is potential to measure how trusted or valued organizations are perceived and if trust/value helps get vaccines out to COVID-vulnerable populations. To capture the progress of COVID-19 Vaccine Equity in Cochise County, Arizona over time, a number of key performance metrics will be identified and measured. For example, the PARTNER platform can assess the robustness (e.g. engagement, trust, and value of partnerships) of representation from key community partners, track the structure/roles/opportunities of the partners, and link these collaborative processes to outcomes.

In this evaluation, our team of data science/research experts analyze and uncover insights including:

- Distinguishing between highly connected and isolated organizations/partners
- Identifying the strength of the partnerships/collaborations
- Leveraging data to identify gaps and inform CCHSS strategy for equitable access to vaccines
- Providing recommendations on best practice interventions to educate and inform the network on how to increase partnership/collaborations to improve access to vaccines
- May be implemented at additional time points such as a 2nd and 3rd SNA to measure the success of implementation of recommendations
- Using attributes and GIS mapping to visualize service areas
- Assessing the robustness (e.g. engagement, trust, and value of partnerships) of representation from key community partners
- Tracking the structure/roles/opportunities of the partners and link to outcomes

Once the data are collected, VNL’s team analyzes and presents the findings which include presenting results to the network, providing a full aggregate report of findings in Word, PDF, and PowerPoint, and building the capacity of the CCHSS team to continue measuring the network.

Detailed Work Plan, Timeline, and Deliverable

This table outlines the key tasks and deliverables that we would propose. However, we will work with your team to customize this plan.

Project Stage/Task	Duration	Deliverables
Task 1. Project Management	Throughout	<ul style="list-style-type: none"> • VNL Project Management Team (Senior Project Manager and VNL Data Scientist) lead twice-monthly, 45-minute project management meetings.
Task 2. Mindset Shift & Design	2 months	<ul style="list-style-type: none"> • VNL CEO delivers “Thinking Like a Network Scientist” presentation to the Client project leaders and other key organizational stakeholders. This is an orientation to the key principles, concepts, and value of network science. • VNL designs online survey instrument in alignment with the Client project objectives. • VNL guides the Client in bounding respondent list, incorporating key respondent attributes from available organizational data sources (e.g., departmental affiliation, job title, organizational tenure). • VNL pilot-tests survey instrument with a small sample of the Client’s network and incorporates revisions and feedback. • During the project, VNL will deliver a capacity building workshop for the Client’s project leaders.
Task 3. Data Collection	2 months	<ul style="list-style-type: none"> • VNL launches an online survey using its PARTNER platform, with automated emails to respondents and response rate monitoring and status reports to the Client.
Task 4. Analysis, Presentations & Reporting	3 months	<ul style="list-style-type: none"> • VNL’s Data Analysts conduct data cleaning and descriptive analyses of survey data. • VNL’s Project Management Team presents initial results to the Client and obtains feedback on key insights and recommended action steps to highlight in reports. • VNL finalizes and distributes <i>Member Profile Reports</i> for each survey respondent. These are online, downloadable reports of selected survey results at the individual network member level, accessible to each member via a confidential personalized link. • VNL creates a Full Report, which is at least 25 pages in length and includes one or more annotated network maps, summary statistics and graphics for all survey questions, and recommended action steps. It is intended for project leaders and survey respondents. Two versions, one with identified data and one with anonymized data, can be created. • VNL creates a Highlights Report, which is 2-3 pages in length and presents anonymized data. It includes a network map and summary statistics for 2-5 key survey questions. It is intended as a brief overview of the survey results for survey respondents and other key stakeholders such as company executives and board members. • VNL’s Project Management Team delivers one results presentation or webinar to audiences.
Task 5. Project Timeline	7 months	

Proposed Budget

Below is a breakdown of the cost estimates for completing the work described in the RFP. The total cost for Year 1 of the project is **\$61,000** and includes implementation of the PARTNER methodology to assess the Vaccine Equity.

Project Stage	Estimated Cost Based on Known Project Needs
Mindset Shift	\$5,000 <ul style="list-style-type: none"> - Thinking Like a Network scientist presentation (Virtual) - Capacity Building Workshop
Design & Project Management	\$25,000 <ul style="list-style-type: none"> - Defining the Objectives and Research Questions to match the strategy - Customize the survey questions - Pilot Test (x1) - Ongoing project management
Data Collection	\$7,000 <ul style="list-style-type: none"> - Following VNL best practices, launch of survey; reminders
Analysis	\$12,000 <ul style="list-style-type: none"> - Data cleaning - Descriptive analysis - Departmental sub-analysis
Presentations, Recommendations, & Reporting	\$12,000 <ul style="list-style-type: none"> - 1 Presentation - 1 Final Report, Including Recommendations - 1 Highlight Report
Member Profiles	<i>Included</i>
Access to the Platform (License)	<i>Included</i>
Initial Engagement: Year 1 Total	\$61,000
Optional Year 2 Administration	\$31,000
Optional Year 3 Administration	\$31,000
Total cost for Initial Implementation, Design of Survey Instrument, and Administrations and Analysis in Years 1, 2, and 3	\$123,000

Experience and Qualifications

About VNL:

Visible Network Labs is a social enterprise that supports community network building through data science and technology solutions. Our mission is to strengthen social connectedness at the systems and individual levels, by bringing a network science lens to evaluation, assessment, and translation of data findings to practice. Our PARTNER methodology and CPRM (Community Partner Relationship Management) platform is the basis of how we conduct social network analysis in partnership with communities. Originally funded by the Robert Wood Johnson Foundation, PARTNER has been used in over 4000 communities worldwide.

Our data science team has evolved our methodology to include validated and reliable measures of collaboration, outcomes, and other dimensions of network effectiveness.

We focus specifically on customizing our methodology to your specific questions and community context. Our data science team works in partnership to develop an evaluation design that will meet your needs. Our in-house development team supports PARTNER CPRM, a powerful ecosystem data tracking and learning tool, that we use to implement data collection, analysis, and reporting.

In alignment with CCHSS's mission, VNL aims to make invisible networks visible as insights to strengthen social connectedness, health, and wellbeing at the individual and systems levels, with a focus on equity and transparency. Our work centers on the strength of building cross-sector partnerships to develop whole-person coordination and services, through a Social Determinants of Health (SDOH) lens. We believe that when a network of partners work successfully together, greater population health outcomes are achievable. Our team has devoted over 20 years to working closely with communities to develop our approach, methodology, and focus on translating data to practice.

About our Team:

VNL is led by Dr. Danielle Varda, CEO and Founder, who also holds positions as an Associate Professor at the University of Colorado's School of Public Affairs, and is the Co-Director of the CU Center on Network Science. Our work in network analysis began over 18 years ago and since that time we have published over 30 peer reviewed articles on this topic and produced dozens of white papers and reports. Our focus is on translating data to practice.

Since its inception in 2018, VNL has been focused on network analysis as a service through its PARTNER platform. Prior to 2018, Dr. Danielle Varda (our CEO and Founder) provided network analysis through the University of Colorado Denver Center on Network Science for 15 years. Prior to that, she conducted network analyses as a RAND Corporation Policy Scientist on terrorist, defense, and population health networks for 3 years, after completing her dissertation using network analysis in 2006. Two other network scientists on the team, Drs. Amanda Beacom and Jenny Lawlor have each also been conducting network analyses for collectively over 20 years. Other members of the VNL team have worked on network analysis for collectively over 40 years, including both the data science and software development aspects. At VNL, our entire 25 person team works directly on network analysis full time, either as a data analyst, engineer, product, customer support, or partnerships. We primarily serve organizations, nonprofits, and foundations in healthcare and education. Network analysis is the only work we do, so our entire company participates in this focus area.

In addition to our in-house expertise, we value the role that community plays in our projects. We take a Community Based Participatory Approach to the work. We focus on engagement, feedback, and ensuring stakeholders have a voice in the process. We also provide findings back to not only the client, but also each member of the network through a [member profile](#) and we encourage shared data and dissemination practices.

Visible Network Labs (VNL) is a unique organization for several reasons:

- PARTNER was built in partnership with public health departments across the country. Our combined

team of developers and data scientists allow us to capture our years of community-based evaluations as insights, methods, and best practices that have been tried and learned over many years.

- To support our evaluation, we use PARTNER CPRM to collect and analyze the data. You and your staff will have access to the tool and analyzer. Members of your network can also have access to their “member profiles” - an incentive to help them build their capacity, and as a thank you for participating.
- Because this is our primary area of work, we have had years of success (and some challenges) that have taught us the most successful methods to complete an SNA.
- While many consultants will offer to do a network analysis for you, they will likely be starting from scratch. Our method includes validated measures of trust, value, outcome, attribution, and others..
- VNL uses data-informed network science approaches to develop actionable insights and strategies. In partnership with Cochise County, we will develop a network mapping and analysis framework by customizing the PARTNER tool so that continuous quality improvement can occur over time.
- We offer clean, accessible data - everything is in one platform to reduce data cleaning.

PARTNER has been used in over 4000 communities across the US, in over 40 countries, and continues to evolve as the most sophisticated ecosystem data tracking and learning tool on the market. Below we highlight four examples of recent projects focusing on COVID or equity. In addition to our projects that have specifically focused on COVID or equity, our team has created libraries of COVID and equity-focused survey questions and measures that numerous additional clients have used as part of broader assessments of network health and outcomes.

Past Projects and References:

US Department of Veterans Affairs (VA)

VNL is a US Department of Veterans Affairs (VA) approved technology vendor, having worked with the VA on six ongoing contracts over five years. We recently partnered with the VA Rocky Mountain Mental Illness Research Education and Clinical Center (MIRECC) for Suicide Prevention to assess the short-term effects of the COVID-19 pandemic on Veterans’ social support networks, health, and social determinant of health (SDOH) needs. A poster summarizing this work was presented at the American Public Health Association’s October 2021 conference in Denver, and a research article is currently being written.

Contact:

Dr. Bryann DeBeer

Director, VA Patient Safety Center of Inquiry

Suicide Prevention Collaborative, Clinical Research Psychologist

Rocky Mountain MIRECC for VA Suicide Prevention (Colorado)

Bryann.debeer@va.gov

Robert Wood Johnson Foundation (RWJF)

Over the last decade, VNL has partnered with the Robert Wood Johnson Foundation (RWJF) on multiple projects, including the Data Across Sectors for Health (DASH) program, the County Health Rankings and Roadmaps (CHR&R) program, and the Systems for Action grant program. For its 2021-2023 grant cycle, the

Systems for Action program awarded a COVID-19 Response & Recovery grant to VNL and the Glasser/Schoenbaum Human Services Center. The goal of the project was to investigate the impact of COVID-19 on systems alignment and ability of the social service and public health sectors to absorb hospital/clinical referrals. Using PARTNER CPRM, this project has aimed to measure the impact of the COVID-19 pandemic on the carrying capacity of public health, social services, and health care sectors, and to compare networks already in place prior to the pandemic, measure how effectively linkages across social, health care, and public health services were aligned to impact client/patient outcomes, and identify what improvements could be made and what lessons were learned.

Contacts:

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Carrington Lott, MPH
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Systems for Action, Robert Wood Johnson Foundation
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Public Health National Center for Innovations

Since 2015, the Public Health National Center for Innovations (PHNCI) at the Public Health Accreditation Board (PHAB) has fostered public health innovation, modernization, and transformation through developing resources, fostering shared learning, and building relationships with stakeholders. In support of data modernization and transformation, PHNCI is home to the 21st Century (21C) Learning Community, a group of states at various stages of adopting the Foundational Public Health Services (FPHS) framework. Key components of this framework include promoting health equity and developing community partnerships. Through learning with 21C, PHNCI has gained insights and built relationships to support governmental health departments in building equitable public health systems, as well as a robust infrastructure to serve all communities and acquiring sustainable funding to support the system long term. The 21C network analysis will span across 5 states—California, Indiana, North Carolina, Ohio, and Washington—to visualize the network relationships across sectors and collaborative partners working alongside public health agencies, to ensure coordination across various national and regional initiatives focused on public health transformation and modernization, to align efforts and share practices and data across initiatives.

Contact:

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Public Health National Center for Innovations
rchudgar@phnci.org

DC Bar Foundation

VNL has worked with the DC Bar Foundation (DCBF) since 2021 to help it establish, develop, and evaluate the DC Legal Aid Transformations Network, a coalition of community organizations dedicated to racial equity in the justice system. The purpose of the network is to advance a user-centered system grounded in wellbeing, anti-racism, and anti-poverty, starting with creating a coordinated intake and referral system in DC and evolving into a "network of networks" for connectivity, alignment, and action. VNL has partnered with DCBF to conduct two evaluations of the network.

Contact:

Kirra Jarratt, CEO

DC Bar Foundation

jarratt@dcbfoundation.org

In addition to the references listed above, our clients include:

<ul style="list-style-type: none">● Annie E. Casey Foundation● Apprentice of Peace Youth Organization● Bill and Melinda Gates Foundation● CAMH Echo● Children’s Cabinet (Utah)● City of Azusa (COCHI)● Colorado Center for Primary Care Innovation● Colorado Health Foundation● County Health Rankings and Roadmaps● CU Denver Center on Network Science● University of Colorado Center for Health, Work, and Environment● Data Across Sectors for Health● Digitunity● DC Bar Foundation● Denver Public Schools● Forward Flag● Glasser/Schoenbaum Human Services Center● Growing Local South Carolina● Georgia Family Connection● The HadaNōu Collective● Inside Out Network● Jacobs Foundation● Jefferson Center for Mental Health● Kaiser Permanente● Los Angeles Public Health	<ul style="list-style-type: none">● Massachusetts Department of Health● National Help Me Grow● North Central Accountable Community of Health● New England Clinical and Translational Research Network (NNE-CTR)● Olympic Community of Health● Prime Health Colorado● Public Health National Center for Innovations (PHNCI)● RAND Corporation● RECETAS● Regional Health Connectors (CHI)● ReThink Health/Ripple Foundation● Robert Wood Johnson Foundation● Rock County Public Health Department● Rocky Mountain Prevention Research Center● Startup CO● Thedacare● Trenton Health● Tri-County Health Department● U.S. Department of Veteran Affairs● NAPCRG (North American Primary Care Research Group)● University of CO School of Medicine● Westminster Medical Clinic
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Financial Capability and Litigation

Visible Network Labs does not have any action, suit, proceeding or investigation by or before any court, public board or agency arising out of the performance of services by VNL within the last three (3) years.

Visible Network Labs financial capability is reflected in the Federal Tax return for year 2021 in [Attachment 2_Visible Network Labs_Federal CS Tax return for year 2021]. Visible Network Labs (VNL) requests that the financial information attached to the proposal remain confidential.

Appendix

Non-Collusion Affidavit

ADDENDUM "A" (Non-Collusion Affidavit)

STATE OF ARIZONA

NON-COLLUSION AFFIDAVIT

County of Cochise

TO: COCHISE COUNTY

The undersigned, in submitting a bid for the Provision of a Network Analysis of Cochise County: Focusing on COVID-19 Vaccine Equity, being first sworn, states that (s)he has not, either directly or indirectly, entered into any action in restraint of free competitive bidding in connection with this Contract.

Danielle Varda

SIGNATURE OF BIDDER

Danielle Varda

PRINTED/TYPED NAME OF BIDDER

CEO

TITLE/POSITION OF BIDDER

Visible Network Labs

BUSINESS NAME

8045 Flower Court

Arvada, CO 80005

(Business Address)