



REQUEST FOR APPLICATIONS

This Request for Applications (RFA) solicits applications from Kaiser Permanente (KP) researchers or evaluators who would like to become the new director (principal investigator) of the national coordinating center for the Social Needs Network for Evaluation and Translation ([SONNET](#)).

BACKGROUND

SONNET is a learning network of researchers and evaluators committed to helping KP leaders and front-line clinicians design and evaluate interventions that address our members' social needs. The network was established in 2017 with support from KP National Community Health. Since that time, [John F Steiner, MD, MPH](#) has been SONNET's director and his home institution, the [Institute for Health Research](#) in KP Colorado (KPCO), has been the lead site. Funding supports researchers and evaluators from the regional KP research departments with areas of expertise required for SONNET. These experts are members of the SONNET [Steering Committee](#) (SC). Areas of expertise are:

- measurement of social needs
- intervention design and outcomes
- staff and community engagement
- advanced analytics

KPCO currently subcontracts with researchers and evaluators from KP Northwest, KP Southern California, and KP Washington. Other experts join our SC from [KP's Care Management Institute](#), operational leadership in KP Northwest, and the [Social Interventions Research & Evaluation Network](#), a network of academic researchers supported by KP and The Robert Wood Johnson Foundation.

In addition to working closely with the SC, SONNET has [Executive Sponsors](#) who provide strategic direction, identify national trends inside and outside of KP, and help raise the network's visibility. In particular, Elizabeth McGlynn, PhD, the Vice President for Research, uses her role as one of SONNET's Executive Sponsors to maintain a close connection between SONNET, the National Research Council, and the KP National Research Strategy.

SONNET's accountable executive, [Anand Shah, MD, MS](#), has charged the network with using this year to prepare for a leadership transition, since John Steiner will step down as SONNET director on December 31, 2020. To have a successful transition, we seek applications to start onboarding a new site and new director. We have funding available this year to support the transition.

RESPONSIBILITIES OF THE LEAD SITE

Priority responsibilities for SONNET's lead site include:

- Houses the director and SONNET's administrative core, which currently includes the director and staff who support SONNET operations. We've included information about these positions here. ***In consultation with Dr. Shah, we recognize that a new director may choose to organize the local team differently.***
 - **Director's role (40% FTE):**

APPLICATION REQUIREMENTS

See page 4 for important dates and additional details about application requirements.

Please include the following items and use a 12-point font, 1-inch margins, and single spacing.

- 1) A letter of support from your research center director indicating that, if chosen, your site will accept the lead site designation with you as SONNET director and with the specified indirect costs. **(Limit 1 page)**
- 2) Provide answers to the following questions. **Do not exceed 3 pages** for all responses (a. through c.)
 - a. What do you think are the most important qualities a leader must possess in order to successfully direct SONNET? Considering these qualities, in which are you most proficient? Which will require you to grow and stretch?
 - b. Describe the most significant initiative you have led (research, evaluation, or other effort) that has best prepared you for the role of SONNET director. What energized you about your leadership role? What did you find challenging?
 - c. Explain why you and your site should lead SONNET in 2021.
- 3) Include your most recent academic CV (limits on margins, number of pages, and font size do not apply)

Please assemble application items into a single PDF and email to: sonnet@kp.org by Friday, 9/4, 5 pm Mountain Time.

SITE/DIRECTOR SELECTION AND FUNDING

If you plan to apply, please send a brief email to sonnet@kp.org by **Wednesday, 8/26, 5 pm Mountain Time**, which signifies your intent to apply. Please include the KP region, applicant's name, degree designation, and position in the KP research center. This information is necessary to plan the review process.

All applications will undergo a peer-review process coordinated by SONNET. Peer reviewers will include researchers and evaluators, as well as regional and national stakeholders. The finalists will interview with Dr. Shah, who will make the final decision. Find important dates for this application on page 4.

Applications should be submitted to sonnet@kp.org by the deadline: **Friday, 9/4, 5 pm Mountain Time.**

After site and director selection, KPCO will establish a subcontract that can cover up to 30% of the future director's salary between 10/1/2020 – 12/31/2020. During the transition period, the new director will submit the 2021 budget to KP National Community Health.

Important Dates

RFA released	Monday, 8/3/2020
Optional one-on-one call with SONNET's current director John F Steiner, MD, MPH , Senior Investigator, KPCO Institute for Health Research	Monday, 8/3/2020 – Friday, 8/21/2020 Contact John Steiner at john.f.steiner@kp.org to arrange a time
Email sonnet@kp.org if you plan to apply (include KP region, potential director's name, degree designation, position in the KP research center, and letter of support from KP research center director)	Wednesday, 8/26/2020 (by 5 pm Mountain Time)
Questions? Please email them to sonnet@kp.org	Questions accepted through Wednesday, 9/2/2020 (5 pm Mountain Time)
Applications due to sonnet@kp.org	Friday, 9/4/2020, by 5 pm Mountain Time
Peer review and telephone interview(s)	Wednesday, 9/9/2020 – Friday 9/25/2020
Decision and announcement of SONNET's new Director/new Region	(approximate) Wednesday, 9/30/2020
Begin the subcontracting process with KPCO	(approximate) Thursday, 10/1/2020

Application Components

For items 1 and 2, use a 12-point font, 1-inch margins and single spacing.

1. Letter of support from your research center director indicating that, if chosen, your site will accept the lead site designation, with you as SONNET director (Limit 1 page)	Required	1-page maximum
2. Provide answers to the following questions a. What do you think are the most important qualities a leader must possess in order to successfully direct SONNET? Considering these qualities, in which are you most proficient? Which will require you to grow and stretch? b. Describe the most significant initiative you have led (research, evaluation, or other effort) that has best prepared you for the role of SONNET director. What energized you about your leadership role? What did you find challenging? c. Explain why you and your site should lead SONNET in 2021.	Required	3 pages maximum
3. Include your most recent academic CV (limits on margins, number of pages, and font size do not apply)	Required	No page limit
Formatting notes: <ul style="list-style-type: none"> - Include the potential director's full name and home institution in the document header (clearly marking each application page) - Include page numbers - Submit your packet as a single PDF document - Supplemental materials or appendices <u>will not</u> be accepted 		

THE CASE FOR SOCIAL HEALTH

Being healthy is not just a result of high-quality medical care.

More than ever, basic human needs like access to safe housing, nutritious food and meaningful social connections are essential to protecting health and wellbeing.

To meaningfully address these needs, **we must elevate social health to the same level as physical and mental health – and inspire our nation, and the world, to do the same.**

In light of challenges worsened by COVID-19, Kaiser Permanente, is accelerating efforts to reach beyond the walls of our offices to shift the paradigm in how we address social needs.

As part of our Social Health practice, we are creating an evidence base to help guide our work, share best practices and encourage other health systems to follow our lead.

Together, we will create more healthy life years for all.

Our Mission

To provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.

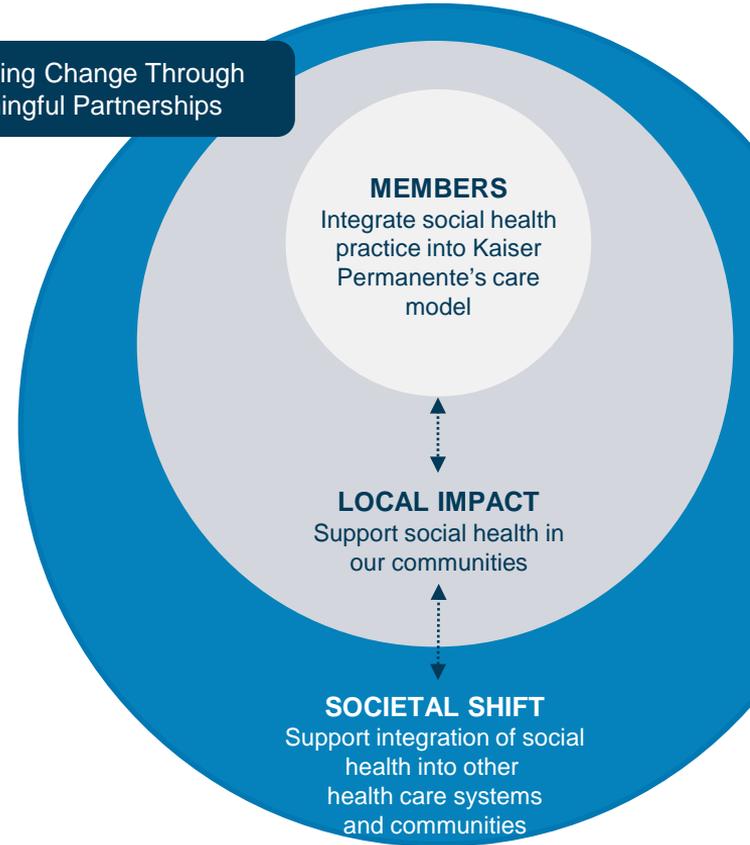
Our Social Health Practice

Our social health practice will positively impact the health of individuals and communities, reduce the total cost of care, and serve as a model for our nation. We will leverage Kaiser Permanente's systems, tools and processes to address members' social needs and advance equity across our footprint.

Social Health in Our Communities and Nation

Through meaningful partnerships with multi-sectoral stakeholders, we will improve conditions of health. We will establish a widely adopted standard that elevates social health to the same level as physical and mental health to improve wellbeing, increase equity and advance affordability nationwide.

Catalyzing Change Through
Meaningful Partnerships



Social Health at Kaiser Permanente in 2030

10-Year Ambition for Social Health

We will establish a new, widely adopted standard in health that elevates social health to the same level as physical and mental health to improve health and advance affordability in the country.

10-Year Strategy for Social Health Practice

We have established a social health practice that has positively impacted the health of members, reduced the total cost of care, and is serving as a model for our nation.

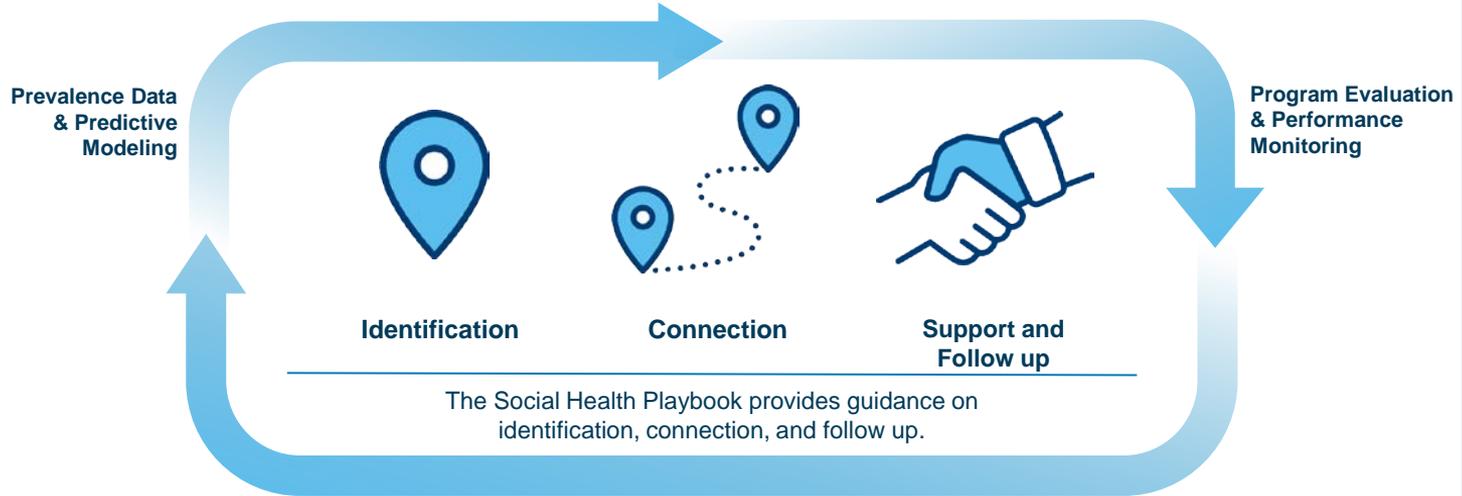
Social Health Practice Objectives

Strategy Statement

By the end of 2020, we have identified, connected, and supported our members in getting the basic supports they need to live a healthy life and advance equity across our footprint

Identify	Connect	Support & Follow Up	Catalyze Change
Objective 1	Objective 2	Objective 3	Objective 4
Understand the level of social needs of Kaiser Permanente members and identify those members experiencing social needs	Address the unmet needs through Thrive Local Resources and/or through KP funded Social Health Interventions (food, housing, social isolation, or other)	Develop approaches for providing individualized support to ensure member needs are resolved, and care plans are adjusted for social context	Develop a shared vision for a Social Health Practice for Kaiser Permanente and its potential impact and advance the recognition of the Social Health Practice

Building Kaiser Permanente's Social Health Framework



Inform, Adjust & Implement

MEMBERS Integrate social health practice into Kaiser Permanente's care model

LOCAL IMPACT Support social health in our communities

SOCIETAL SHIFT Support integration of social health into other health care systems and communities

Kaiser Permanente's Social Health Practice Framework

IDENTIFICATION



Screen for Social Needs

- Housing
- Food
- Financial strain
- Social isolation
- Other social needs



Proactive outreach based on social risk

CONNECTION



Sharing Information from Thrive Local Resource Directory



Thrive Local Connections Call Center for Members



Two-Way Service Referrals via Thrive Local Community Networks



Resources to Mitigate Social Isolation



Programs to Combat Financial Insecurity



Integrated Model for Member Housing Surge



Enhanced Nutrition via Medically Tailored Meals



SNAP Outreach & Enrollment Assistance

SUPPORT & FOLLOW UP



Individualized support

- Peer support to increase uptake of resources
- Coordinate care



Follow Up

- Ensure social needs were met
- Screen for additional needs

Provides guidance on identification, connection, and follow up:

SOCIAL HEALTH PLAYBOOK

DATA ANALYTICS

EVALUATION & RESEARCH LEVERAGING THE SONNET TEAM

KEY



Thrive Local



Housing for Health



Food for Life



Other Social Needs



KAISER PERMANENTE®

Details on National Initiatives

Providing high-quality care and addressing unmet social needs during the COVID-19 pandemic and beyond to enable our members and communities to experience more healthy years so they can live the lives they want.

GUIDELINES AND BEST PRACTICES

Social Health Playbook

A guidebook for clinical care delivery, on working with COVID positive and PUI patients to screen for social needs, connect them to resources and conduct follow up. Addresses housing instability, homelessness, food insecurity, financial strain, and social isolation, with special consideration for seniors and patients with behavioral health needs.



Social Needs Screening

Tools and workflows to support screening members for social needs.



THRIVE LOCAL

Resource Directory

Tailored "yellow pages" with local social health resources. Accelerated launch to meet needs due to COVID.



Member Call Center

Thrive Local Connections
A call center for members to directly access Thrive Local resources to address their social needs. Accelerated launch to meet needs due to COVID.



Community Network

Community-based organizations, health care providers and public agencies linked through the Unite Us platform to make, receive and track referrals via bi-directional communication



FOOD INTERVENTIONS

SNAP Outreach

Outreach campaign to enroll eligible members in CalFresh (SNAP) benefits in California. Accelerated outreach to help enroll newly eligible members, and actively planning expansion of SNAP enrollment to other



Medically Tailored Meals

Meals to members discharged with six disease categories, including COVID-19. Accelerated to include patients with chronic disease + COVID-19.



Additional Interventions

Exploring potential interventions to increase purchasing power and provide enhanced nutrition to our vulnerable members.



HOUSING INTERVENTIONS

Proactively Screen for Homeless Members

Identify members at highest-risk of severe consequences due to COVID-19 and provide proactive outreach and enhanced care coordination. Accelerated to support members' housing needs during the pandemic.



Project HOME

An integrated member intervention model that builds on current initiatives to provide permanent housing opportunities for our highest-risk members enterprise-wide. Accelerated to safely and effectively house our most vulnerable members.



INTERVENTIONS FOR OTHER SOCIAL NEEDS

Social Isolation Resources

Information, programs, and other resources that can be shared with members to address social isolation. Accelerated plan to identify virtual solution or resources due to COVID impact.



Financial Strain Resources

Information, programs, and other resources that can be shared with members to address financial insecurity. Accelerated plan to identify resources due to COVID impact.



Data analytics to provide guidance on identification of social needs and connection to resources.