Place Matters: Making an Impact on Health

Thursday, March 9, 3:30-4:45 pm

Community Development 101: Investing and Building for Health
Amy Gillman, MBA, National Director of Community Health, Local Initiatives Support Corporation
Colby Dailey, MPP, Managing Director, Build Healthy Places Network

While most known for its decades-long efforts to finance affordable housing, the community development sector has evolved over time and now aims to deliver a comprehensive response to creating the conditions for improved quality of life in low-income neighborhoods. The industry, which involves lenders, real estate developers, government, philanthropy, planners and others, invests over $200 billion of high-risk capital every year to transform struggling neighborhoods into thriving ones — by financing affordable housing, health clinics and grocery stores; connecting residents with quality jobs and education; and creating safe venues for recreation and play. Most recently, growing awareness of its central role in improving health and wellbeing has led community developers to move away from isolated investments in a single-purpose building or project and embrace a more holistic approach that considers the multiple factors that impact health and integrate them into a broader neighborhood strategy that combines real estate investments with social and economic supports for residents, and builds leadership and local capacity through community engagement.

This workshop will help explain and demystify the community development industry for health professionals, describing: what it does and how it has been intentionally incorporating health goals into its daily work; where the money comes from and how investments are leveraged and sustained over time; and who’s involved and how to connect with the right players to form strategic alliances that maximize health impact in low-income communities.

Learning Objectives:
• Recognize how the community development sector’s extensive toolkit of resources can be used to improve health in low-income neighborhoods
• Recall best practices and effective strategies that combine real estate investments with social and economic supports to simultaneously address multiple social determinants of health
• Name opportunities for health care and public health professionals to partner with community developers to maximize health impact in communities of common interest

Thursday, March 9, 5:00-6:15 pm

Health Starts at Home
Sarah Norman, MPP, Director, Healthy Homes & Communities, NeighborWorks America
Danelle Marable, MA, Director, Evaluation, Massachusetts General Hospital
Stefanie Shull, MPA-URP, Director, CONNECT, The Neighborhood Developers

Through an overview of the national landscape and in-depth exploration of one local innovation, this session will provide a roadmap to building place-based, cross-sector collaborations to improve community health. Presenters will include experts from NeighborWorks America, Mass General Hospital, and The Neighborhood Developers. The session will begin with a framework and national overview of local efforts to bridge health and community development in
geographically and demographically diverse communities. This overview will set the stage for a deeper exploration of one such collaboration, the “Chelsea Health Starts at Home” Initiative. Based in Chelsea, Massachusetts, the Chelsea Health Starts at Home Initiative is led by a diverse array of local stakeholders, including Mass General Hospital, The Neighborhood Developers and the Boston Foundation. By combining financial coaching, job-training, social services and housing stabilization for low-income families with young children, the Chelsea Health Starts at Home Initiative aims to improve health outcomes, increase income and financial stability, and achieve housing security.

Learning Objectives:
• List opportunities, barriers and challenges to building place-based community health initiatives
• Identify datasets, tools and strategies that may facilitate success in place-based initiatives
• Describe the relationship between community development and population health
• Explain how to include community development and diverse stakeholders in community health initiatives

Friday, March 10, 8:45-10:00 am
Healthy in the Hospital, Safe in the Streets
Darleen Won, Director, Population Health, LifeBridge Health
Lane Levine, Project Manager, Population Health, LifeBridge Health

The problems with street violence, poor police-community relations, and unrest that Baltimore has seen in the past few years amount to a public health crisis. In an increasing effort to play a role in healing the community around it, Sinai Hospital of Baltimore has focused in on places that matter – we have built a collaboration with Baltimore City’s Safe Streets program to transform the most dangerous street corners in Baltimore into places where residents can return from a violence-related injury and move on with their lives. As soon as a victim of street violence comes to the emergency department or gets admitted into the hospital, Sinai’s Street Violence Intervention team visits the patient and builds a path towards resolution and re-engagement. The process moves from inside the hospital, right out to Safe Street’s Violence Interruption team, who returns to the site of conflict and resolves the dispute. Sinai’s program then safely introduces the patient back into the community with a system of peacemaking and social supports.

This session will first help participants understand how the cycle of street violence plays out in the health of community members, highlighting the cascading consequences of one street dispute – to further violence through retaliation, loss of employment opportunities, increased chronic stress, and other factors that affect the individuals involved as well as their whole families. We will then explain, through client stories, the program design for the Safe Streets/Street Violence Intervention Program partnership – all the way from the initial event, through resolution, through employment training and apprenticeships for the clients. Finally, we will discuss the successes of this program and others like it across the country. We will tell about transformation of places – street corners – that can turn around the microcosmic public health crises triggered by street violence.

Learning Objectives:
• Explain the circumstances in which street violence causes public health crises in neighborhoods
• Describe the ways in which Sinai Hospital of Baltimore’s Street Violence Intervention Program addresses the medical aftermath of street violence by connecting hospital patients with resources outside the hospital to resolve their conflict and make the streets safer
• Summarize successes across the country where health care institutions have addressed street violence as a public health crisis
Improving Health Outcomes: Practical Playbook and the BUILD Health Challenge

Kenisha Bethea, MPH, Program Coordinator, Practical Playbook for Public Health and Primary Care, Duke University Health System
Theresa Chapple, PhD, MPH, Senior Research and Evaluation Officer, de Beaumont Foundation
Kim Foreman, BA, Executive Director, Environmental Health Watch
Patrick Cusick, MSPH, Deputy Commissioner, Environment, Cleveland Department of Public Health

A 2012 Institute of Medicine report emphasized the need for public health and primary care to partner to address social determinants of health to improve population health. The Practical Playbook (PPB) was created out of that call for action. PPB serves as a guide for which primary care and public health practitioners can work collaboratively to achieve population health improvement through use of web-based tools and resources. The PPB also evaluates and disseminates best practices as examples of how partners can work together effectively, as well as coordinates and provides technical assistance for local level practitioners who are utilizing the tools to build strong collaborations.

The Bold Upstream Integrated Local Data-Driven (BUILD) Health Challenge funded 18 communities across the country focusing on a range of upstream causes of health from food deserts to housing, green spaces, clean water, clean air and a myriad of other factors that impact community health. Authentic partnerships between community-based organizations (CBOs), local health departments, and hospitals were a requirement of participation in BUILD. In 40% of the partnerships, hospitals provided a financial match to move the initiative forward. All partnerships had access to the Practical Playbook’s technical assistance expertise, tools, and resources to plan and implement innovative and upstream approaches to improve health outcomes.

Cleveland’s BUILD site is a stellar example of partners working collaboratively to utilize technology that support population health by creating a housing offender registry. A searchable database that links city data on housing violations due to environmental hazards, with individual-level hospital and health department data on health outcomes linked to environmental exposures (i.e. lead poisoning, COPD, etc.). Potential renters are able to search an address to determine if it is on the offenders list, allowing renters to make an educated decision before renting the unit.

Learning Objectives:
• Describe how the Practical Playbook’s resources and technical assistance can support collaborative work to improve health outcomes
• Demonstrate how communities can collaboratively use technology to address upstream social determinants of health
• Discuss how multi-sector partnerships for health advocacy can catalyze policy change in communities

Activating Resident Leadership for Community Wellbeing

Andriana Abariotes, Executive Director, Local Initiatives Support Corp., Twin Cities
Ellie Zuehlke, MPH, Director of Community Benefit and Engagement, Allina Health
Atum Azzahir, President, Cultural Wellness Center

Community development is most known for its financial investment in housing and other real estate developments, but effective resident engagement and activating the capacity of local leaders is a key component of comprehensive neighborhood revitalization. Increasingly community development lenders and practitioners are partnering with hospitals and health systems to improve neighborhood conditions that support improved health and wellbeing. Evolving community development-health partnerships in the Twin Cities in Minnesota are tapping resident engagement models that promote social cohesion and healthy living, develop resident leaders and community health action teams, and ensure resident access to and vision for creating the right mix of social, economic and physical development in a community. This session will highlight the leadership and learning growing from the Backyard Initiative, a dynamic community/institutional partnership between Allina Health and its neighbors in South Minneapolis that goes beyond medical care to improve health. Through the Citizen Health Action Teams (CHATs), the initiative supports the capacity
of residents to strengthen their own health in the diverse neighborhoods immediately surrounding Allina Commons, Abbott Northwestern Hospital and the Phillips Eye Institute. Presenters are active members of the Backyard's Community Resource Body and will share their insights on change and impact for their collective work in the neighborhood and their institutions.

Learning Objectives:
• Explain effective health care partnerships with community development
• List strategies that support meaningful resident engagement to promote individual and population health
• Recognize place-based models that activate a community’s definition of health and strategies for improving wellbeing

Friday, March 10, 4:30-5:45 pm
Purpose Built Communities: Moving the Health Needle through Neighborhood Revitalization
Carol Naughton, JD, President, Purpose Built Communities
Philip Feisal, MPH, MBA, President, Spartanburg Medical Center
Othello Meadows, MPH, MBA, Executive Director, Seventy Five North

Healthcare institutions have long been critical community assets. With the implementation of the Affordable Care Act and innovations in business models and practices, healthcare systems are increasingly looking for ways to invest upstream to achieve better health outcomes in the communities that they serve. One of the most promising areas for these kinds of upstream investments is in the community development sector. Innovative place-based approaches like the Purpose Built Communities model are disrupting the intergenerational cycle of poverty and beginning to change health outcomes for low income populations. In the Purpose Built approach, long term, cross-sectoral partnerships break down silos between housing, education and community wellness achieving significant improvements in the social determinants of health. This neighborhood-based approach in collaboration with healthcare institutions has the potential to transform neighborhoods and lives on a scale we have not yet seen in this country. Learn how innovative healthcare institutions are supporting neighborhood revitalization by investing in education, the built environment and programming.

Learning Objectives:
• Describe how Purpose Built Communities’ model of community revitalization is breaking the cycle of poverty and improving health outcomes in neighborhoods across the country
• Explain how health systems and leaders in the health field can play a critical role in developing, implementing and evaluating the impact of those partnerships
• Outline how approaching health improvement at the neighborhood level creates synergies among the community development, education, housing and health sectors

Saturday, March 11, 9:00-10:15 am
Hospitals Aligned For Healthy Communities: Maximizing Inclusive, Local Impact
David Zuckerman, MPP, Manager, Healthcare Engagement, Democracy Collaborative
Michellene Davis, ESQ, Executive Vice President and Chief Corporate Affairs Officer, RWJBarnabas Health
Joan Quinlan, MPA, Vice President, Community Health, Massachusetts General Hospital
Jennifer Neppel, Director, Cash and Investments, Catholic Health Initiatives

While many promising practices and models of community engagement and benefit are actively being implemented, health systems still remain a largely untapped resource for achieving equity, social inclusion and health improvement objectives. This outcome necessitates intentionally aligning all of an institution’s resources—including hiring, purchasing and investment—to benefit the total health of the community. The Democracy Collaborative aims to support this new model in healthcare by providing tools for institutions about the policies and practices that will most impact the health of low-income communities and communities of color. The Hospitals Aligned for Healthy Community toolkit series focuses on: 1) inclusive, local hiring; 2) inclusive, local purchasing; and 3) community investment, and is designed to help hospitals and health systems integrate community health principles into core business
practices. Democracy Collaborative will briefly highlight the toolkits and moderate a panel of three health systems beginning to adopt and align these strategies. Catholic Health Initiatives will discuss how it is reconfiguring its community investment initiative, and exploring how it can serve as an engaged local anchor in all of its communities as a national system. RWJBarnabas Health will share its journey leveraging hiring, purchasing and investment in Newark, and touch on its approach to systemizing local impact across its geographic footprint as the largest private employer in New Jersey. Finally, Massachusetts General Hospital will explain how it has begun an internal process to assess what its role as an anchor institution in the areas of hiring, purchasing and investing will be, and discuss its current inclusive, local hiring initiative. This presentation will leave substantial time for dialogue with participants. The goal is to focus on institutional efforts to reconcile scale and place and help facilitate a conversation about important policy and practices that health systems have adopted to move in this direction.

Learning Objectives:
- Describe the Hospital Aligned for Healthy Communities toolkit series
- Give examples of how institutions are piloting the toolkits and assessing their role as anchor institutions
- Identify innovative strategies for leveraging health system resources to benefit surrounding communities