



American Hospital  
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*2017 Webinar Series*

# The presentation will begin shortly.

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*2017 Webinar Series*

# Fostering Hospital-Community Partnerships to Build a Culture of Health

August 24, 2017

## Speakers:

- Julia Resnick, Senior Program Manager, Health Research & Educational Trust, American Hospital Association
- Debra Wesley, President, Sinai Community Institute and Executive Vice President, Community Outreach, Sinai Health System
- Sharon Homan, President, Sinai Urban Health Institute
- Elizabeth Keene, Vice President, Mission Integration, St. Mary's Health System
- Moderator: Eileen Barsi, Population Health/Community Benefit Consultant



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# Culture of Health



# Project Overview

- Part of a grant from the **Robert Wood Johnson Foundation**

- [Creating Effective Hospital-Community Partnerships to Build a Culture of Health](#)



- [A Playbook for Fostering Hospital-Community Partnerships to Build a Culture of Health](#)



# CHNA Finder

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## CHNA FINDER

Welcome to CHNA Finder, the only source to search and access community health needs assessments from hospitals across the United States.

[Read More](#)[Search CHNA's](#)

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# Learning in Collaborative Communities

- 10 communities with strong hospital-community partnerships
  - Conducted site visits
  - Interviewed hospital and community partners
  - Two in-person meetings for peer-to-peer learning

Atlantic Health System	<b>Morristown</b>	New Jersey
LifeBridge Health	<b>Baltimore</b>	Maryland
Providence Health	<b>Portland</b>	Oregon
St. Mary's Health System	<b>Lewiston</b>	Maine
St. Vincent Healthcare	<b>Billings</b>	Montana
Seton Healthcare Family	<b>Austin</b>	Texas
Sharp Health	<b>San Diego</b>	California
Sinai Health System	<b>Chicago</b>	Illinois
University of Vermont Medical Center	<b>Burlington</b>	Vermont
WNC Health Network	<b>Asheville</b>	North Carolina





# Partnership Playbook

- Fostering Hospital-Community Partnerships
  - Informed by lessons learned from LinCC
  - Includes strategies, worksheets and tools
  - Includes detailed case studies
  - Available on [www.hpoe.org/partnershipplaybook](http://www.hpoe.org/partnershipplaybook)



# Potential Partners

## Types of Potential Partner Organizations

Category	Examples
Community organizations	Social services organizations, Salvation Army, food banks, parks, zoos
Educational organizations	Early childhood centers (day care, foster care); primary, secondary and post-secondary (colleges, universities) schools
Faith-based organizations	Temples, churches, mosques, other religious or spiritual congregations
Housing and transportation services	Homeless shelters, housing and land development planning commissions, transportation authorities
Government	Local (municipal, city, county), state or federal (Dept. of Agriculture, Dept. of Housing and Urban Development) government employees or organizations; prisons; fire and police departments; ambulance services; libraries
Local businesses	Chambers of commerce, grocery stores, restaurants, manufacturing organizations
Public health organizations	Public health departments, foundations and institutes
Service organizations	Lions, Rotary, United Way, YMCAs, Boys & Girls Clubs
Health care organizations	Other hospitals in the community, federally qualified health centers, community health centers, rural health or free clinics, mental health organizations, pharmacies, walk-in clinics, state hospital associations
Funding organizations	Health insurance companies, banks, community development financial institutions (CDFIs), social impact bonds, private foundations, universities





# Build and Enhance Partnerships

## Identify partners

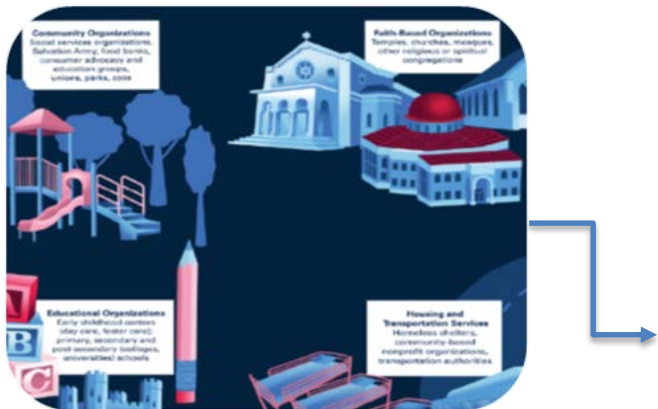


Figure 3. Building a Culture of Health: Potential Partner Worksheet

Instructions: List organizations in your community that could be potential partners and list their assets.

	Organizations in your community	Organizational assets	Organizations in your community	Organizational assets
Community organizations			Local businesses	
Educational organizations			Public health organizations	
Faith-based organizations			Service organizations	
Housing and transportation services			Health care organizations	
Government			Funding organizations	

— Health Research & Educational Trust, 2012.

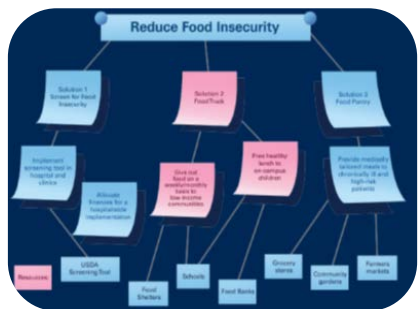
## Define roles and responsibilities

Figure 7. Building a Culture of Health: Partner Roles Worksheet

Instructions: List organizations in your community that could be potential partners.

Partner Organization	Contact Name And Title/Relationship	Address, Phone, Email	Assets	Role
Example: YMCA	John Doe, VP (Education based to work with bar)	123 Main Street, Springfield, IL (555) 456-7890	Has large conference room and ample parking	Chair, Covalent

## Common goal



## Identify assets

Figure 10. Building a Culture of Health: Community Collaborative Action Plan

GOAL					
STRATEGY					
Actions	Resources Needed	Responsible Parties	Timeline	Activity/Outcome/Output Measures	Progress Report
What steps do you need to take to achieve the goal and objective for this strategy?	What kinds of funding, facilities and expertise are needed to carry out the action? Where will resources come from?	Who from each organization will take the lead or provide key support?	By when should the action be completed?	How will you know the action succeeded or is complete?	What is the current status of this activity?

## Evaluate

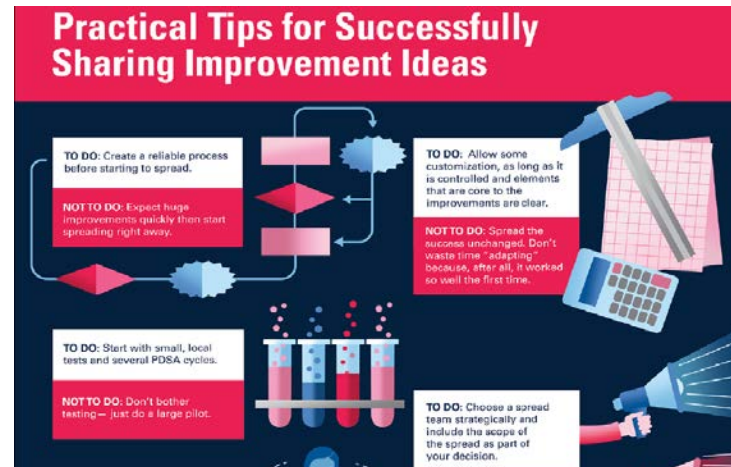


## Action plan



# Accelerate the Movement

- Share improvement ideas
- Overcome obstacles
- Sustainability
- Reflect and celebrate your progress
- Conduct your own site-visit!



## Sample Agenda for Two-day Hospital and Community Site Visit

WEDNESDAY, APRIL 13 The Community Experience	THURSDAY, APRIL 14 The Health Care and Hospital Experience
8:30-9:45 Introductory Session: Welcome and learn about Sinai/LBH in general, Breakfast	8:30-9:30 Debrief and Introduction of the day, Breakfast
9:45-10:30 Sinai Community Care: Tour	9:30-10:00 Perinatal Mental Health Professional Study Group: Meeting

## Figure 12. Celebrate Your Progress



A Playbook for **Fostering  
Hospital-Community  
Partnerships** to Build a

# Culture of Health

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## 3 Key Plays

1. **Establish sustainable partnership structures**
2. **Address social determinants of health**
3. **Positively impact health outcomes across communities**



## Hospitals

- Mount Sinai and Holy Cross
- Schwab Rehabilitation
- Sinai Children's

## Health and Human Services

- Sinai Community Institute

## Research and Evaluation

- Sinai Urban Health Institute

## Clinical Care

- Sinai Medical Group



BE STRONGER | CARE HARDER | LOVE DEEPER



# Sinai Community Institute

*Identifying and eliminating barriers that impact  
the social wellbeing and health status of the individual,  
families and their community*



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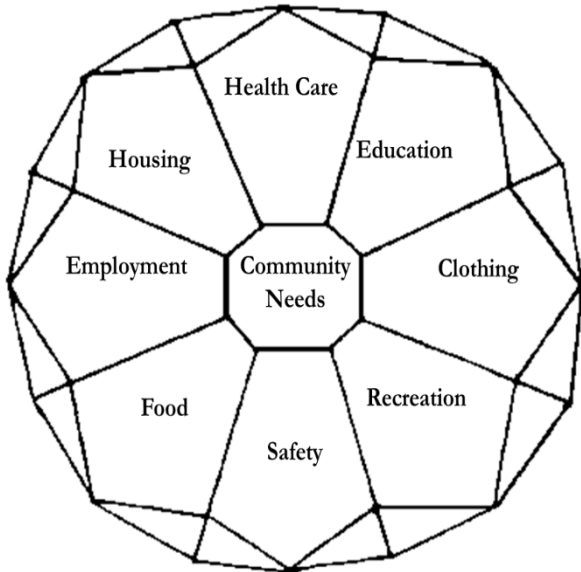
# Sinai Community Institute: Our Model

Solution-Focused

Partnerships

Family Based

Assets





# SCI's Approach: Intensive Case Management

Professional and credentialed case managers provide:

## **COMPREHENSIVE IN-HOME ASSESSMENT**

- Assess psycho/socio/financial benefit/educational challenges
- Conduct environmental assessment
- Conduct Health history
- Assess Risk: e.g., safety, abuse, mental health, cognitive

## **CARE PLANNING IMPLEMENTATION, and COORDINATION**

- Monthly home visits (at minimum)
- Monitor services and referrals

## **CASE CLOSURE**

- Transition to highest level of function possible
- Attain best possible outcome
- Assure needs met



# Addressing the Social Determinants of Health through Partnerships



# Addressing the Social Determinants:



# Supporting Strong Healthy Families

- |   |  |
|---|--|
| 1. Parenting Institute                                  | 8. Youth Ambassadors Program                                       |
| 2. SOS Children's Village Parenting Education           | 9. In-home Early Childhood Readiness Program                       |
| 3. Sinai Window of Opportunity School Health Initiative | 10. POWER Violence Prevention Program                              |
| 4. Family Strengthening Program                         | 11. Mentoring Program  |
| 5. Family Development Initiative                        | 12. Social Emotional Educational Services - Chicago Public Schools |
| 6. Adolescent Health Comprehensive Project              | 13. Juvenile Intervention Support Center                           |
| 7. Learn Together After School                          |  |

# Addressing the Social Determinants of Health through Partnerships:



- Medicaid and Marketplace Insurance Enrollment**
- Sinai Health System Patient Physician Education Program
  
- Adult Abuse and Neglect Program**
- Kraft Healthy Living Program
  
- Salsa, Sabor y Salud (A Healthy Lifestyles Program)**
- Sinai Health Promotions
  
- Fresh Start/Family Support Services**
- North Lawndale Immunization and HIV Education Program
  
- How Healthy Is Your Zip Code?**
- Male Responsibility Program
  
- Sinai Health Ministry Program**
- Sinai Premier Years

# Addressing the Social Determinants:

## ★ Enhancing Economic Opportunities

### TRAINING

1. Training and Employment Workforce Development Services
2. Training and Employment Services for Victims of Domestic Violence
3. CNA training
4. Construction Trades Training Program

### EMPLOYMENT CAPACITY

1. Incubated North Lawndale Employment Network
2. North Lawndale Community Micro Loan Program
3. Sinai Technology Center

### YOUTH AND FAMILY PROGRAMS

8. Family Enterprise Institute
9. Summer Youth Employment Initiative
10. Chicago's YouthNet Program
11. Millennium Neighborhood Project
12. Sinai Health Careers Club

# Positively Impacting Health Outcomes across Communities

## *FY 2017 Successes include...*

- Served 28,000+ individuals
- 18,000 senior visits at West Town and Roseland Senior Centers
- Adult Protective Services investigated 484 alleged older person abuse
- Provided Intensive Case Management Services to 1,759 MCH clients
- Over 16,000 women and children benefit from WIC services
- 143 young adults placed into 36 summer employment placements
- 95 Sinai Leadership Service Corps provided 212 community engagements via 530 hours of community service valued at \$13,223
- In response to current federal policies, established an Immigration and Deportation Action Plan to support staff, patients and community members





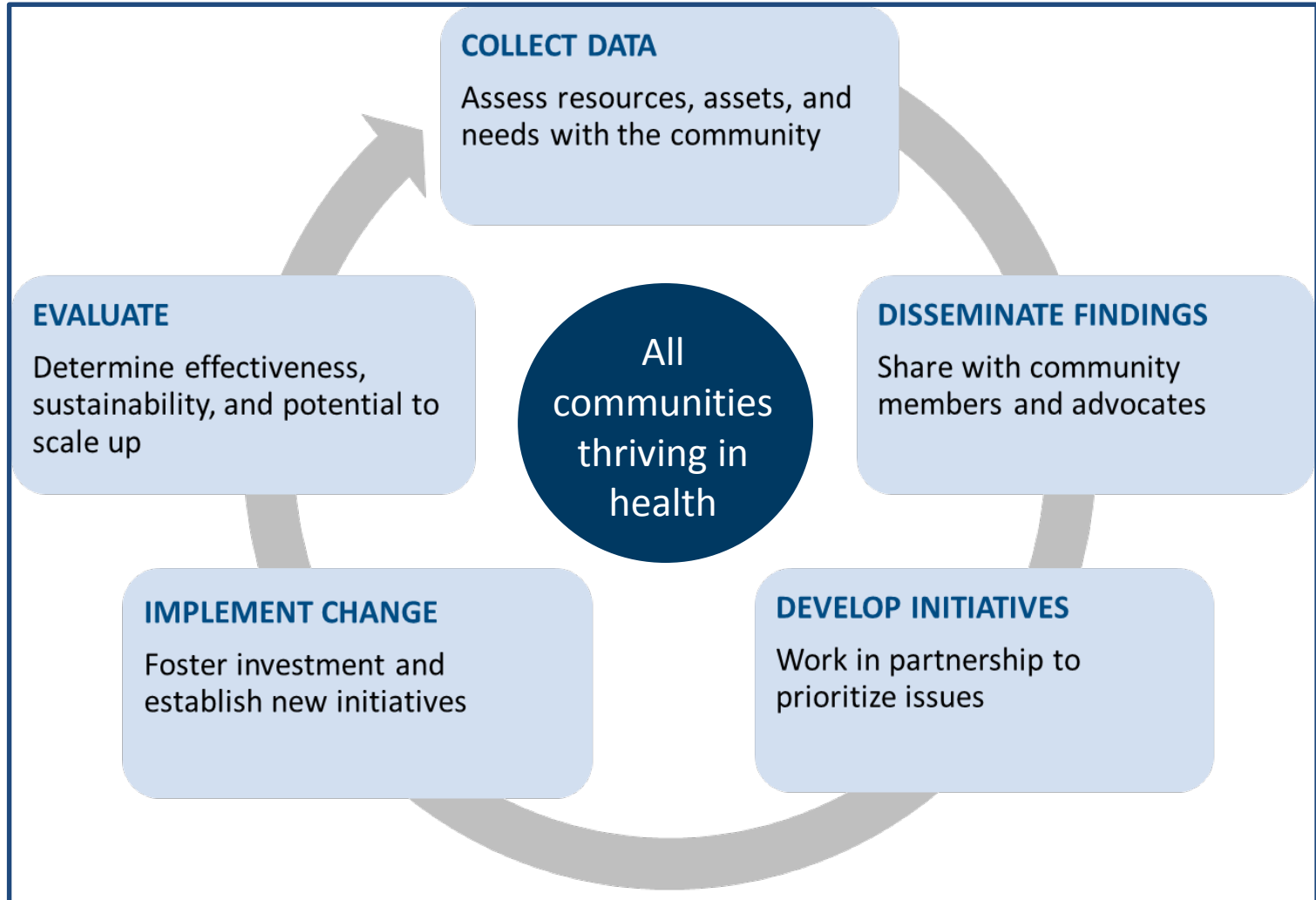
# Sinai Urban Health Institute

*Working to achieve health equity among communities through excellence and innovation in data-driven research, interventions, evaluation and collaboration.*

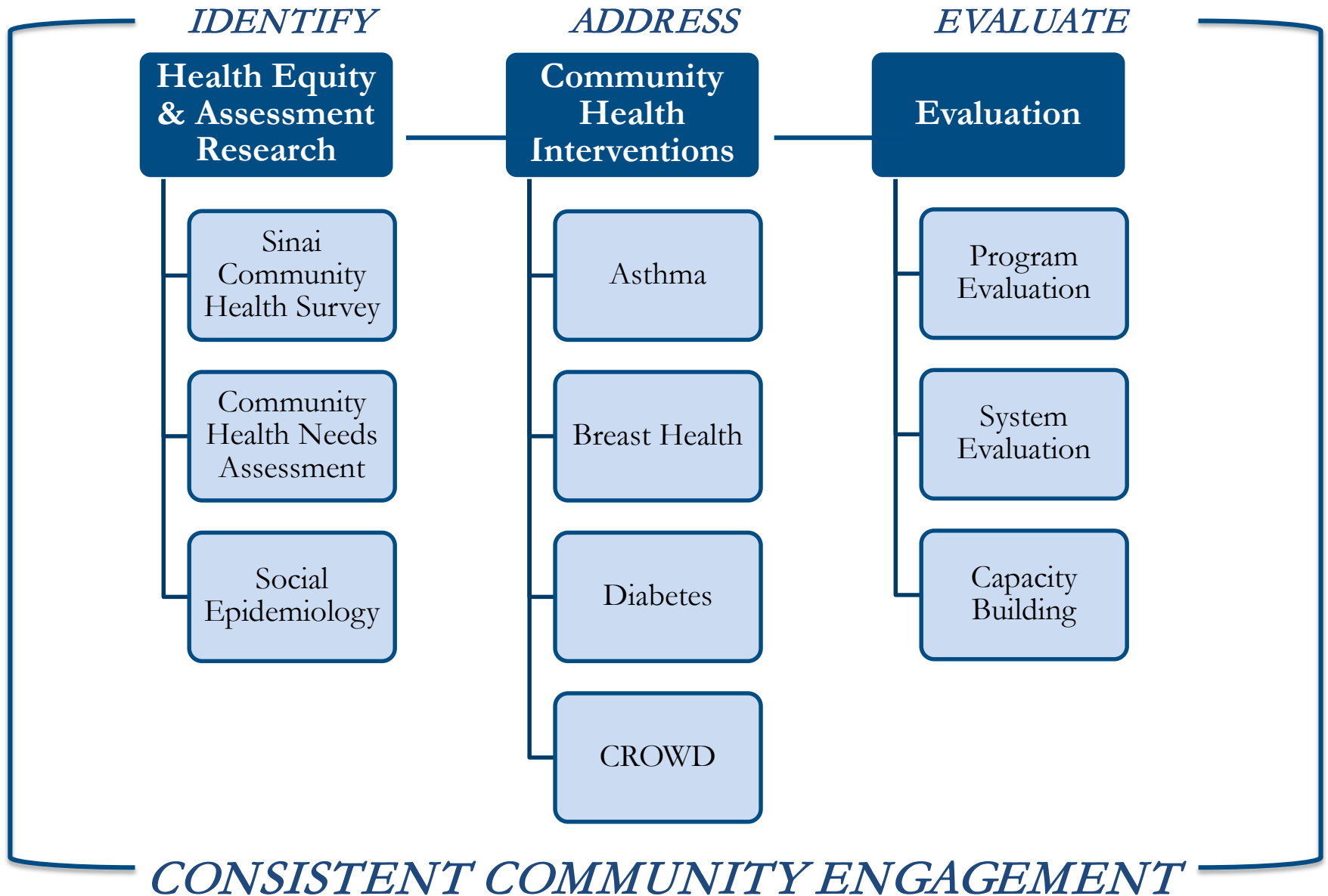


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# Sinai Urban Health Institute: Our Model



# Sinai Model in Action





Sinai Survey 2.0 Community Advisory Committee

# *IDENTIFY*

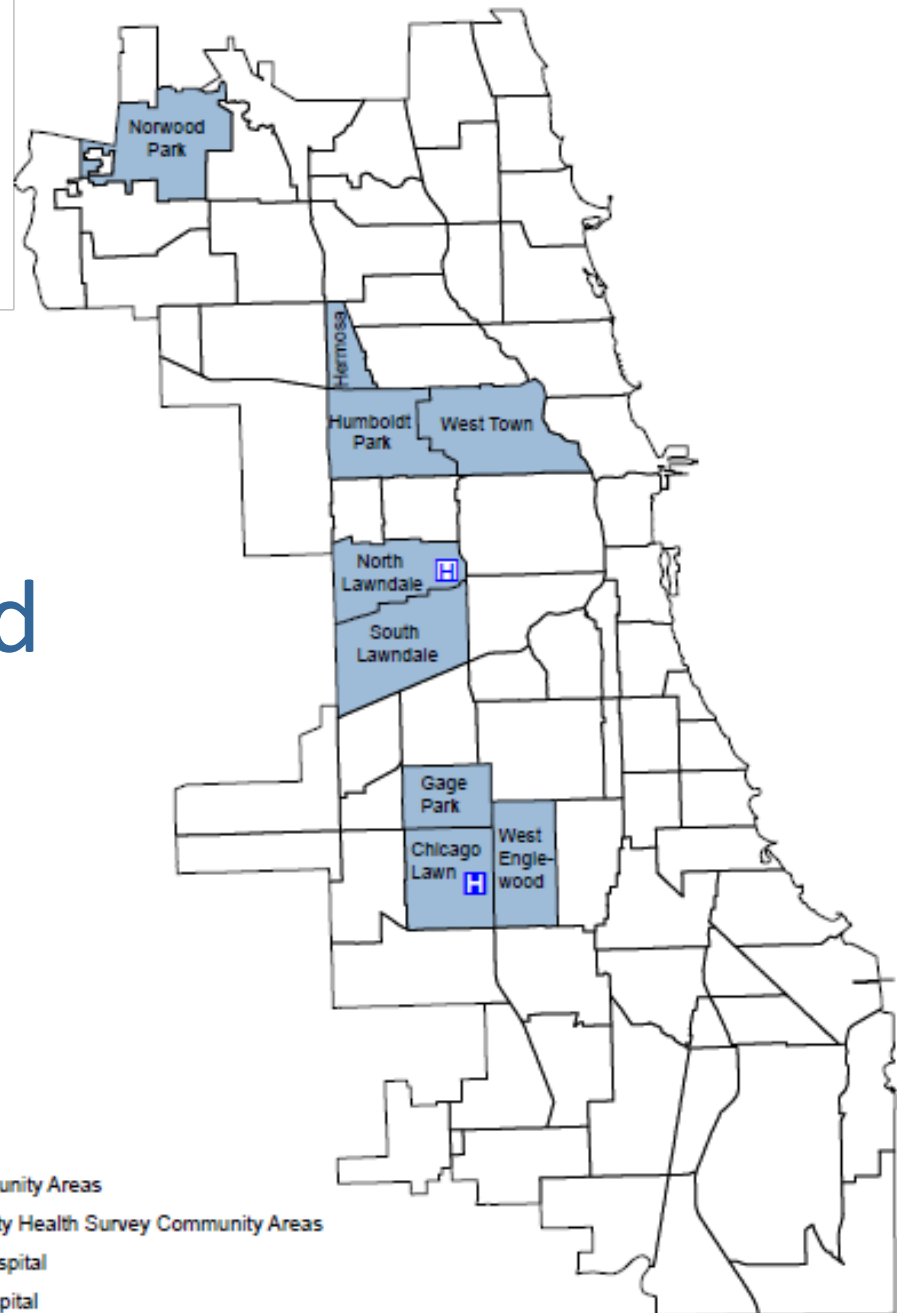
Identifying Health Inequities

**Example: Sinai Community Health Survey 2.0**



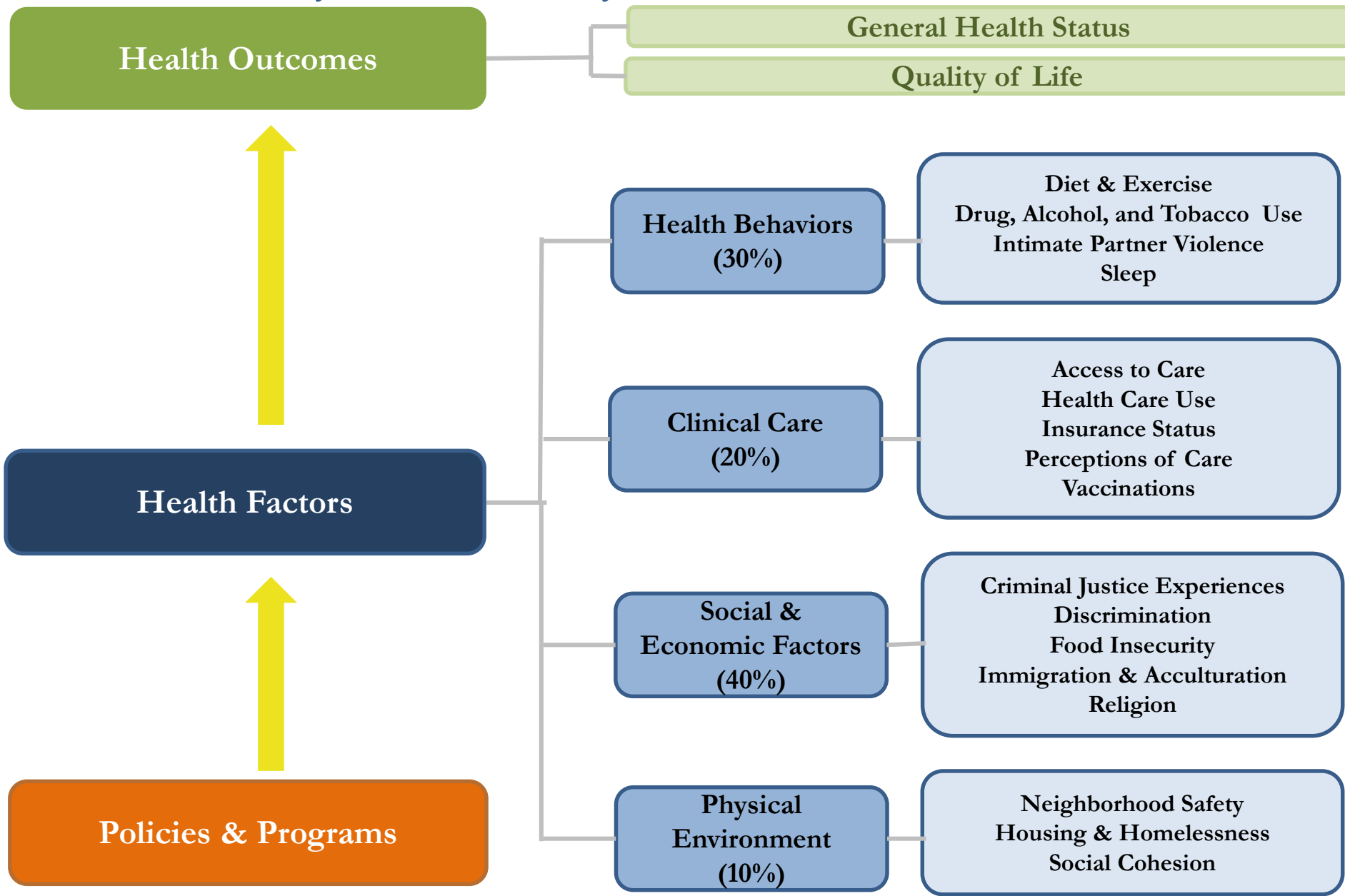
# SINAI COMMUNITY HEALTH SURVEY

- 1.Document
- 2.Understand
- 3.Translate





# Sinai Community Health Survey 2.0



Adapted [County Health Rankings](#) model

Full topic list available at [www.sinaisurvey.org](http://www.sinaisurvey.org)

# Community Engagement at Every Step

Question selection

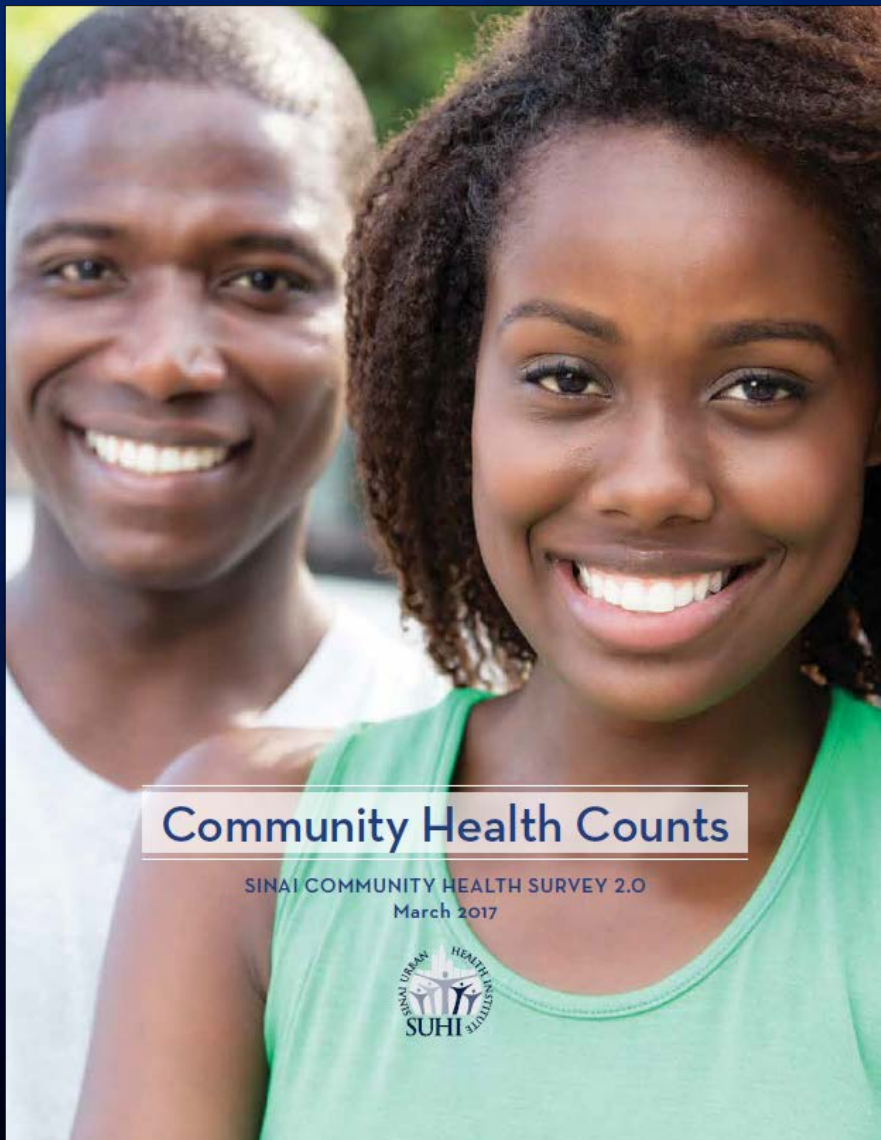
Community context

Dissemination planning

- Topic prioritization
- Infographics
- Community forums



# Tailored Dissemination



## Community Health Counts

SINAI COMMUNITY HEALTH SURVEY 2.0  
March 2017



### Ansiedad en La Villita

¿Qué es la Ansiedad?  
Un grupo de trastornos con síntomas de preocupación excesiva y tensión continua

La ansiedad puede:

- Aumentar la presión arterial
- Dañar relaciones
- Afectar el trabajo y la escuela
- Ocurrir con depresión

CUALQUIER PERSONA puede desarrollar ansiedad

# 12,300

Adultos en La Villita que actualmente tienen síntomas de ansiedad

Síntomas comunes

- Inquietud
- Excesivamente vigilante
- Desesperado/nervios de punta
- Preocupación constante
- Nerviosismo
- Mala concentración
- Problemas para dormir

### Lo que usted puede hacer

Comuníquese con un profesional

Hable con un ser querido, amigo o alguien en su comunidad de fe

¿Pensamientos de suicidio? Llame a 1-800-273-8255 o envíe texto al 741741

Para obtener más información sobre la salud en su comunidad, visite [www.sinaisurvey.org](http://www.sinaisurvey.org)

# Up Next

## Phase 2 Dissemination\*

- Community Health Profiles
- Policy Briefs
- Child Data Snapshots
- Chicago Health Atlas

\*Healthy Communities Foundation (HC) support

## Phase 3 Implementation

- Mobilization Action  
Toward Community Health
- Evidence-informed  
intervention strategies,  
technical assistance, and  
evaluation support in  
community setting

*TRANSLATION*



# *ADDRESS*

Addressing Health Inequities

**Example: Community Health Worker Model**



# Sinai Community Health Worker Model

## CHW in Health Care Settings

- Manage asthma, breast health, diabetes:
- Hiring, training, and supervising CHWs
- Integrating CHWs into health care systems

## Center for CHW Research Outcomes and Workforce Development (CROWD)\*

\*Current HCF support



Best Practice Guidelines  
for Implementing  
and Evaluating  
Community Health Worker  
Programs in  
Health Care Settings



Sinai Urban  
Health Institute



SINAI  
Sinai Health System



# *EVALUATE*

Addressing Health Inequities

**Example: Evaluation Capacity Building**

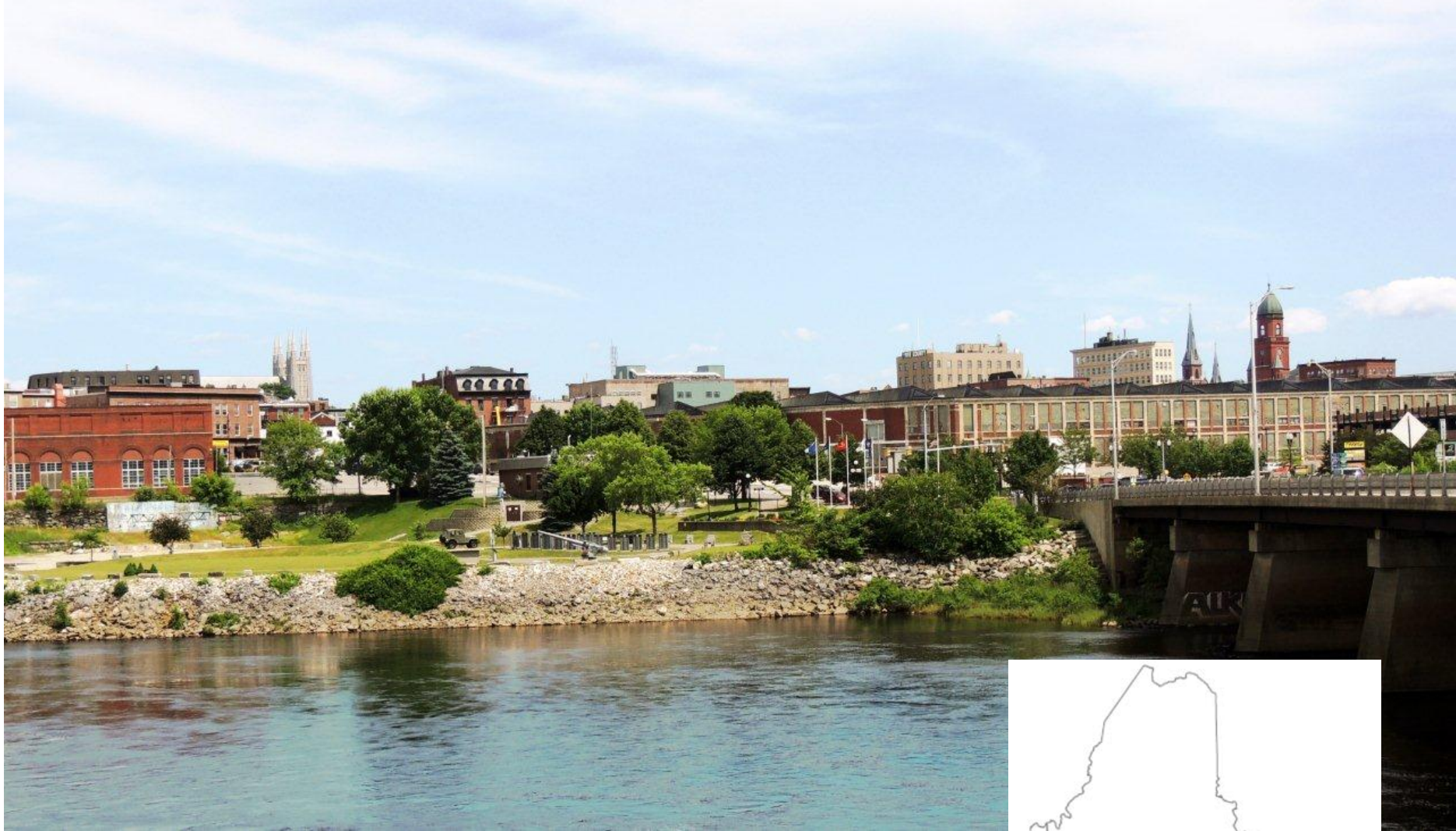
# Assessing Impact

- **Internal and external evaluation, e.g.,**
  - Sinai Behavioral Health System of Care
  - Metropolitan Chicago Breast Cancer Task Force
  - Community-based organization capacity building
- **Evidence-based best practices**
  - CDC Evaluation Framework
  - Getting to Outcomes
  - W.K. Kellogg Foundation Evaluation Handbook



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Lewiston, Maine

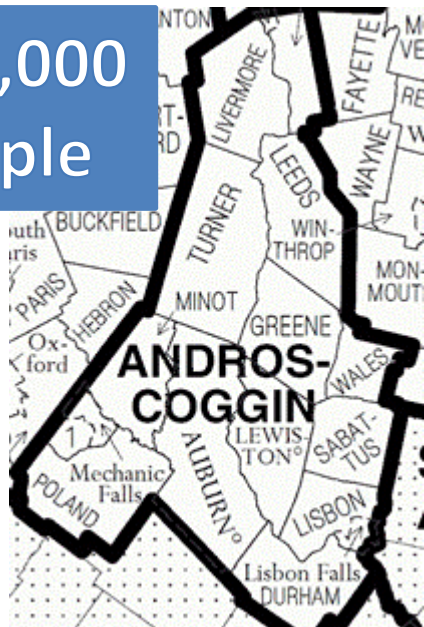


**ST. MARY'S**  
HEALTH SYSTEM

*A Member of Covenant Health*



108,000  
People



Oldest county in the  
oldest state in the  
nation

A snapshot of downtown



100% students eligible for school meals

2/3 students immigrants and refugees

59% downtown residents don't own a car



collaboration  
is everything



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Home Health Agency

Co-Op Health Insurance

Nutrition Center

Senior Services

Community Health Coalition

2x Community Action Program

Higher Ed. Community Partnership Program



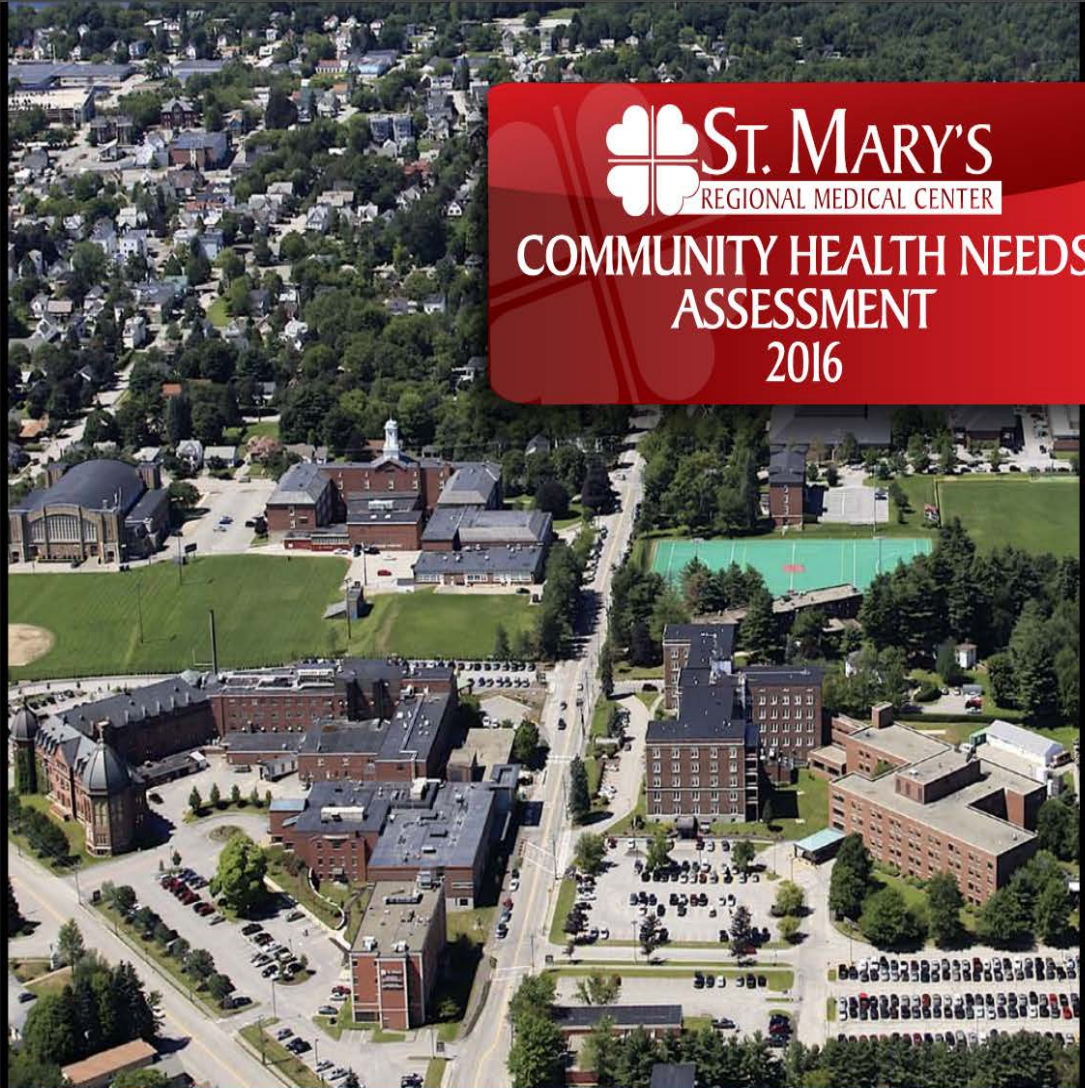
2x Hospitals

Domestic Violence Agency

Health Equity Agency

United Way

State Health Dept.





People with  
the Power to  
Make  
Changes

People  
Impacted

Effective  
Community  
Collaborators



**COMMUNITY  
CLINICAL SERVICES**

*FQHC - Federally Qualified Health Center*



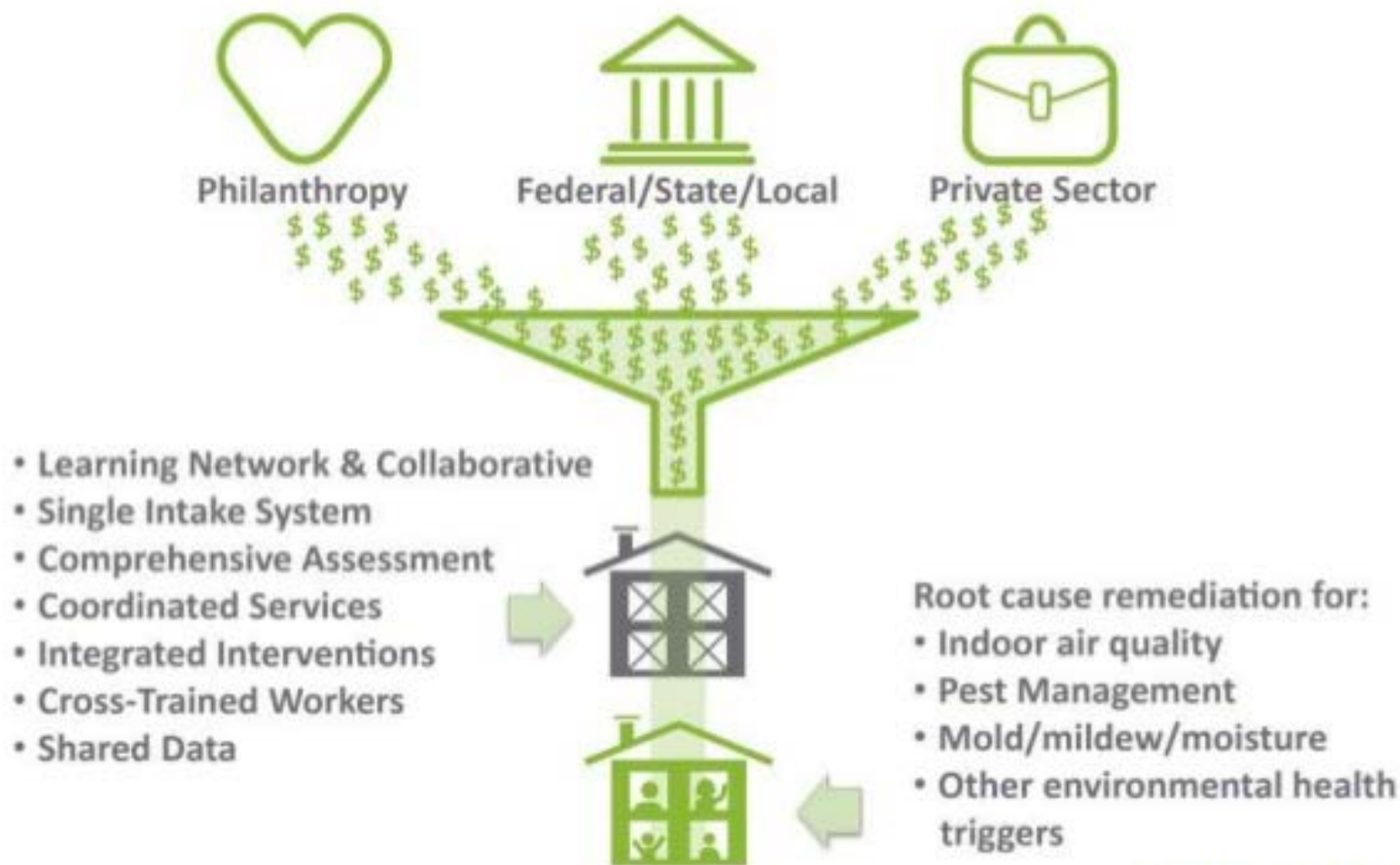
# United Ambulance Service

Serving Central and Southern Maine





# The GHHI Model





## Neighbor to Neighbor Class



# Hunger, nutrition and obesity – a snapshot

## Childhood Hunger

Childhood poverty rate is **43%**, nearly twice the state average

Longley elementary school:

100% of children eligible



## Food Access

60% downtown residents don't own a vehicle

Cost of healthy food is **40%** more expensive in downtown stores



## Poor Nutrition

Adult Obesity rate is **38%**, the state average is 29%

GROW  
COOK  
SHARE  
PROMOTE  
MAKE  
*accessible*  
**GOOD FOOD**





# COMMUNITY FOOD ASSESSMENT

## LEWISTON, MAINE 2013



Good Food Council of Lewiston-Auburn



 **ST. MARY'S**  
NUTRITION CENTER



GFCLA Vision:

Lewiston-Auburn bustles with people sharing *good food* that is healthy, affordable, and accessible, and that honors the enduring values, rich cultural heritage, and diverse needs of our population.

### L-A COMMUNITY FOOD CHARTER

Because we believe *good food*:

- Is safe and nutritious, enabling people to live healthy, active lifestyles, and helping children learn and play;
- Supports a strong local economy and a thriving food system;
- Is produced with respect for and provides livable wages to workers;
- Stewards and conserves natural resources for future food production; and
- Fits cultural and/or religious beliefs.

<https://goodfood4la.org/resources/community-food-assessment/>







# Addressing hunger, nutrition and obesity – a snapshot

## Growing Food

**120** community gardeners grow food for their families

*(just 14 gardeners in our 1st year)*



## Strengthening Farms

**20+** local producers sell year round at the Lewiston Farmers' Market



## Fighting Hunger

**40,000** pounds of fresh produce in 9000 boxes given to families in need



# Addressing hunger, nutrition and obesity – a snapshot

## Nourishing Community

**1200** people  
cook & enjoy food  
together at  
different sites in  
Lewiston-Auburn



## Training Youth

**50+** teens graduate  
from leadership and job  
training programs

*(just 5 youth  
in our 1st year)*



## Teaching Kids

**40** classrooms  
learn with  
us in school  
gardens



# Evaluating Outcomes and Partnerships

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INDEX PRIORITIES | OUR COUNTIES | PARTNERS | BENCHMARKS | RESOURCES

## MaineHealth Hospitals' Plans to Address Community Health Priorities

Each report presents the hospital's 3-year implementation strategies to address the community health issues.

To see full reports

### Welcome to the MaineHealth Health Index

The Health Index Initiative is helping MaineHealth achieve its vision of "working together so our communities are the healthiest in America" with many partners in the public and private sectors. The purpose of the index is to:

- » Identify priorities for population health improvement
- » Provide accurate, relevant data to inform action
- » Monitor progress over time

Thanks for stopping by and don't forget to check out our sister site [Communities Transforming](#) which features community-driven goals to help improve health and well-being across Maine.

### Stay Informed

Would you like to get the latest Health Index updates delivered directly to your inbox?

Sign up below to receive our quarterly Health Index newsletter.

email@address.com

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The Health Index contains a

#### Locate Resources

Health Index background

#### Health Index Annual Report

The newest edition of the

8:41 AM 8/22/2017

<http://www.mainehealthindex.org/>





4 x



**Maine SHNAPP**

Shared Health Needs Assessment  
& Planning Process

1 x

HEALTH  
DEPARTMENT





Home Health Agency

Co-Op Health Insurance

Nutrition Center

Senior Services

Community Health Coalition

2x Community Action Program

Higher Ed. Community Partnership Program



2x Hospitals

Domestic Violence Agency

Health Equity Agency

United Way

State Health Dept.



*A Member of Covenant Health*



Elizabeth Keene, VP, Mission Integration  
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## Q & A





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## Upcoming Webinar

# Housing and the Role of Hospitals

*September 21, 2017*

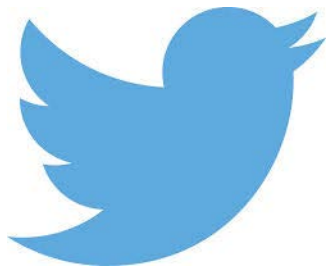
[Register here](#)



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