



Healthcare Institutions' Roles in Community Development

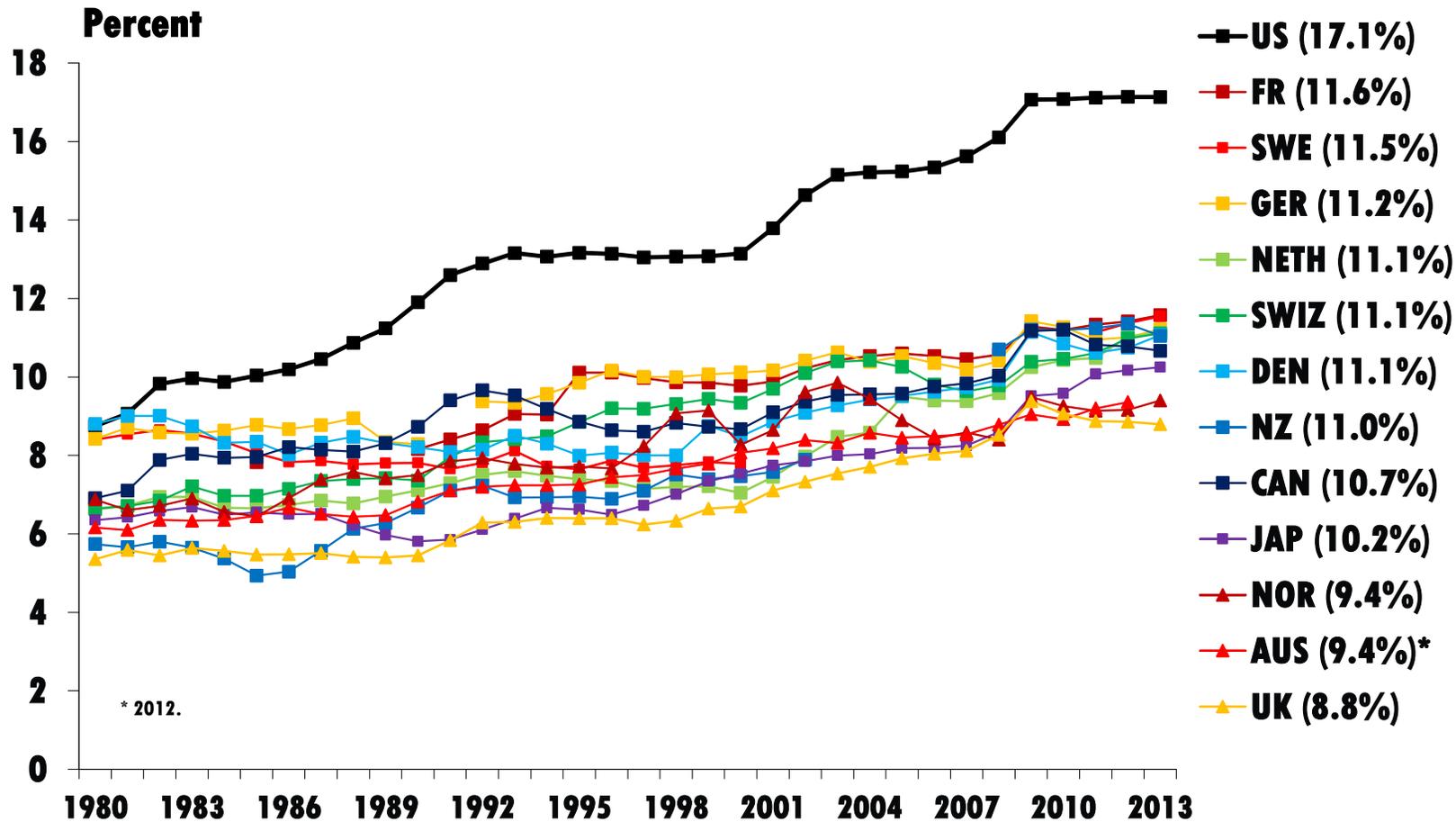
HCDNNJ Healthy Homes and Communities Summit

Donald F. Schwarz, MD, MPH, MBA
Senior Vice President, Program



Robert Wood Johnson Foundation

Health Care Spending Percentage of GDP, 1980–2013



Notes: GDP refers to gross domestic product. Dutch and Swiss data are for current spending only, and exclude spending on capital formation of health care providers.

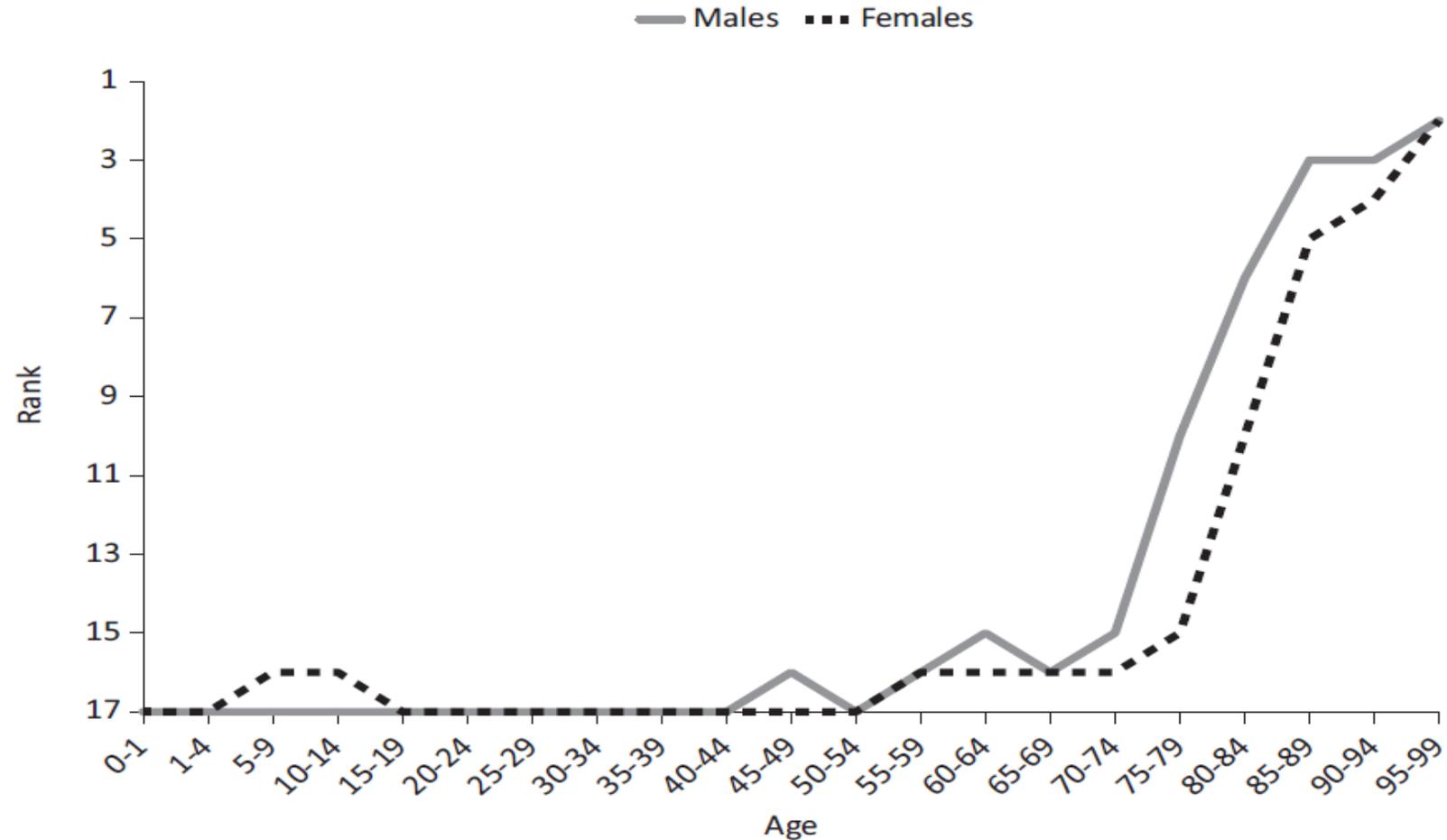
Source: OECD Health Data 2015.



Life Expectancy by Age

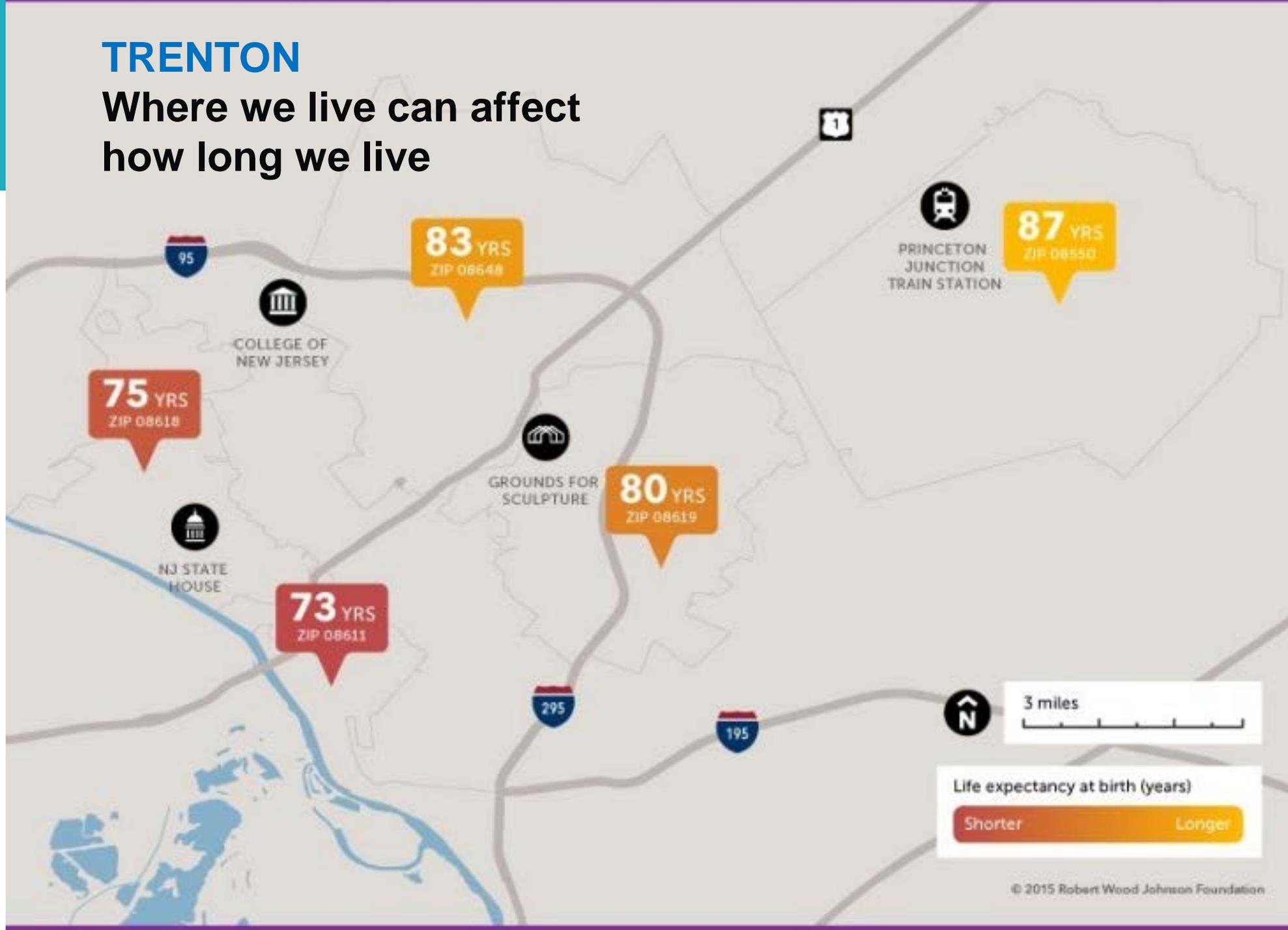
International Comparison

Before age 75, the US never ranks above 15 out of 17 countries



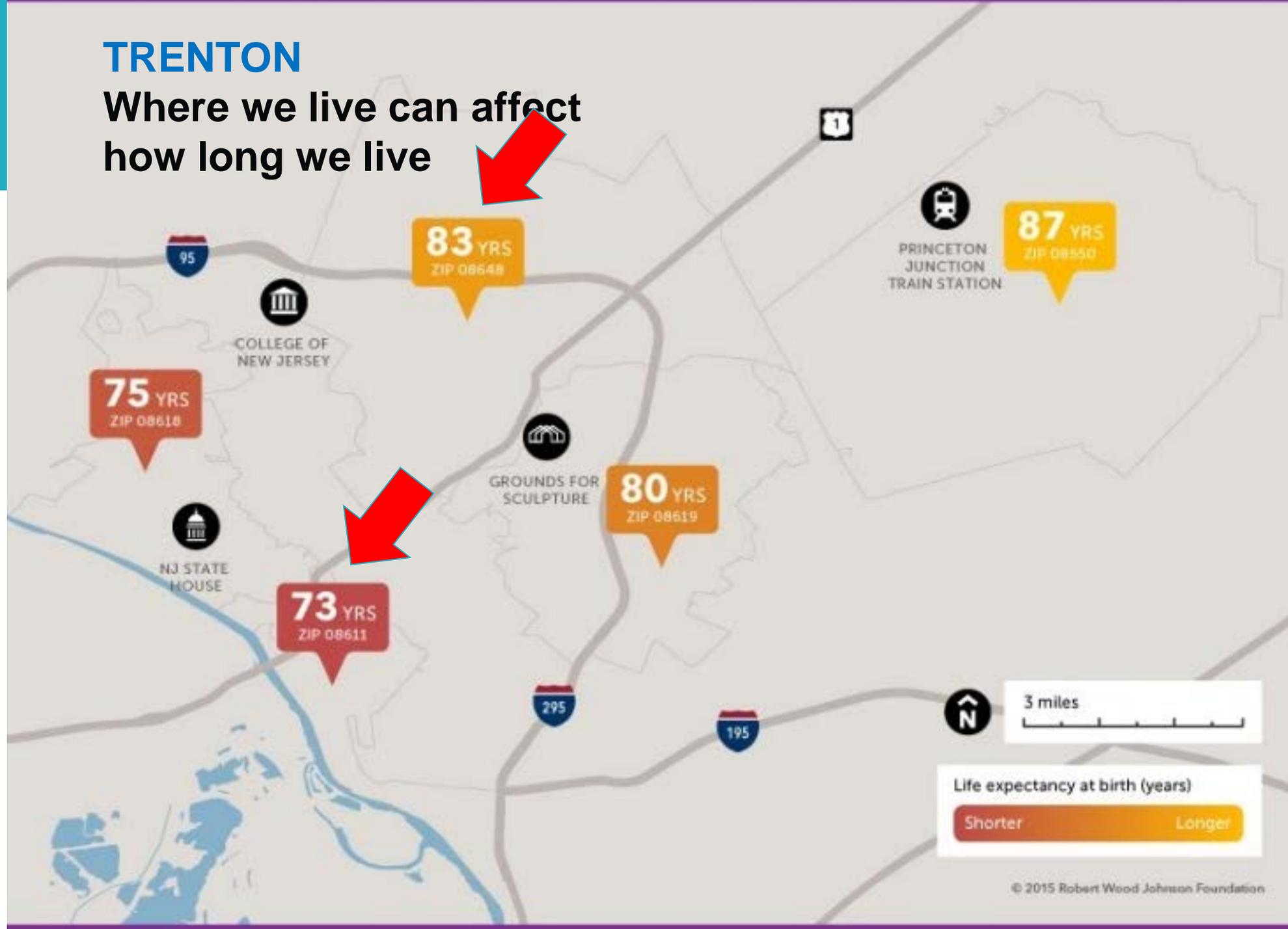
TRENTON

Where we live can affect how long we live



TRENTON

Where we live can affect how long we live



Health Systems Approaches to Health and Wellness

**Treat
patient,
disease
condition**

**Hospital and
clinical care**

**Integrate
non-medical
services for
patients**

**Provide transit
passes for
medical
appointments**

**Target
populations
likely to
become
patients**

**Invest in
housing for
the homeless**

**Create
conditions
for
population
wellness**

**Invest in
affordable
housing or a
grocery store**



**Can community development
improve health?**

East Lake Meadows Public Housing

Atlanta, GA



1995

- 18 times national crime rate
- \$35 M local drug trade
- 40% of units uninhabitable
- 30% high school graduation rate
- 13% of adults employed



Villages of East Lake

Atlanta, GA



2018

- 86% reduction in crime
- 97% reduction in violent crime
- 99% graduation rate
- 100% college acceptance
- 100% of able-bodied adults employed

> \$200 M private investment



Moving to
OPPORTUNITY *for*
Fair Housing Demonstration
Program



HUD Moving to Opportunity Experiment



From 1994-1998

4,600 families

Five sites: Baltimore, Boston, Chicago, LA, and NYC

Families randomly assigned to one of three groups:

- Control: Project-based public housing in high poverty areas (>50% at baseline)
- Section 8: Conventional housing vouchers, no restrictions
- Experimental: Housing vouchers restricted to **low poverty** (<10%) census tracts



Moving to Opportunity



After 3 years, **mental health** of both parents and sons who moved to the low-poverty neighborhoods improved.

After 10 to 15 years, movers had lower levels of obesity, severe obesity & diabetes risk (HbA1c)



How would a health system get involved in improving the social determinants of health?

Accelerating Investments for Healthy Communities

Lincoln Institute for Land Policy

Participating Institutions:

- Bon Secours Health System
- Boston Medical Center
- Dignity Health
- Henry Ford Health System
- Kaiser Permanente
- Nationwide Children's Hospital
- Pro Medica Health System
- University of Pittsburgh Medical Center

Issues Identified:

- Varied capacity for investment
- Often siloed between community benefit, finance, and facilities leaders
- Understood social determinants of health
- Concept of leverage was key
- Community partners in social services, not community development

**What could a health
system get from
community investing?**

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- **Healthier patients (lower health care costs)**



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- **Community reputation for good citizenship**
- **Lower costs for safety, physical plant maintenance**



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- **Easier recruitment of staff**
- **Healthier staff (lower health care costs)**



What a health system could get from community investing

- **Healthier patients (lower health care costs)**
- **Community reputation for good citizenship**
- **Lower costs for safety, physical plant maintenance**
- **Easier recruitment of staff**
- **Healthier staff (lower health care costs)**
- **Improved value of property**



**What a health system
could provide to
community investing**

Improving Community Health by Strengthening Community Investment

Roles for Hospitals and Health Systems

Hospitals and health systems have a variety of assets—such as financial resources, land, and expertise—that would make them valuable participants in the community investment system; a small, but significant cohort of institutions have taken bold steps and engaged in investment discussions or transactions.

<https://www.rwjf.org/content/dam/farm/reports/reports/2017/rwjf435716>



Arrowhead Grove Redevelopment San Bernardino, CA

- National Community Renaissance
- Housing Authority of the County of San Bernardino
- City and County of San Bernardino
- California Affordable Housing and Sustainable Communities
- California Tax Credit Allocation Committee
- Dignity Health

400 units of affordable housing



Dignity Health

Types of Investments

- Direct Loan
- Intermediary Investment
- Line of Credit
- Linked Deposits
- Equity Capital
- Guarantees

Investment Terms: 1-7 years

Rate: Generally at or below market rate

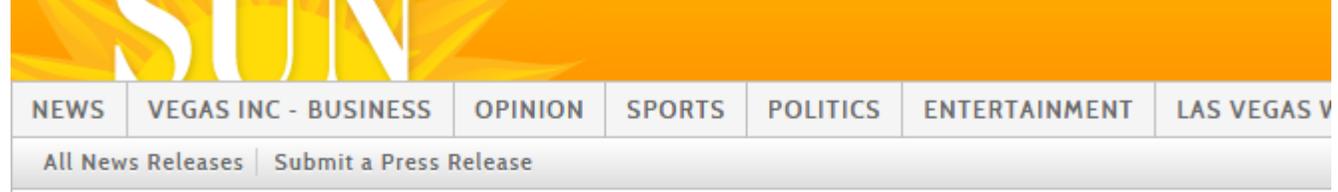


Anchor Investing

MAY 08, 2016

CHOP, Philadelphia launch trailblazing Community Health and Literacy Center

Public Integrity Kaiser Permanente Announces \$200 Million Impact Investment, Partners With U.S. Mayors and CEOs to Address Housing Stability



This is a press release submitted to the Las Vegas Sun. It has not been verified or edited by the Sun.

PRESS RELEASE

Dignity Health Grant Will Increase Lower Healthcare

North Union Farmers Market to open at University Hospitals and Playhouse Square



Trinity Health to invest \$80 million to improve health in six communities

By Maria Castellucci | November 19, 2015



\$12 Million Investment by UnitedHealthcare Helps Bring New Affordable-Housing Community to Downtown Albuquerque

Role of Hospitals in Improving Non-Medical Determinants of Community Population Health

6 Portland health... homeless housing... Five major hospitals in Portland... and a low-income, nonprofit health... combined \$21.5 million toward... of nearly 400 housing... ty's homeless population

The
**BUILD
HEALTH**
Challenge

NEW BRUNSWICK HEALTHY HOUSING COLLABORATIVE



Improving Health Through Innovative Collaborations

Core Partners:



Community-Based Partnerships:

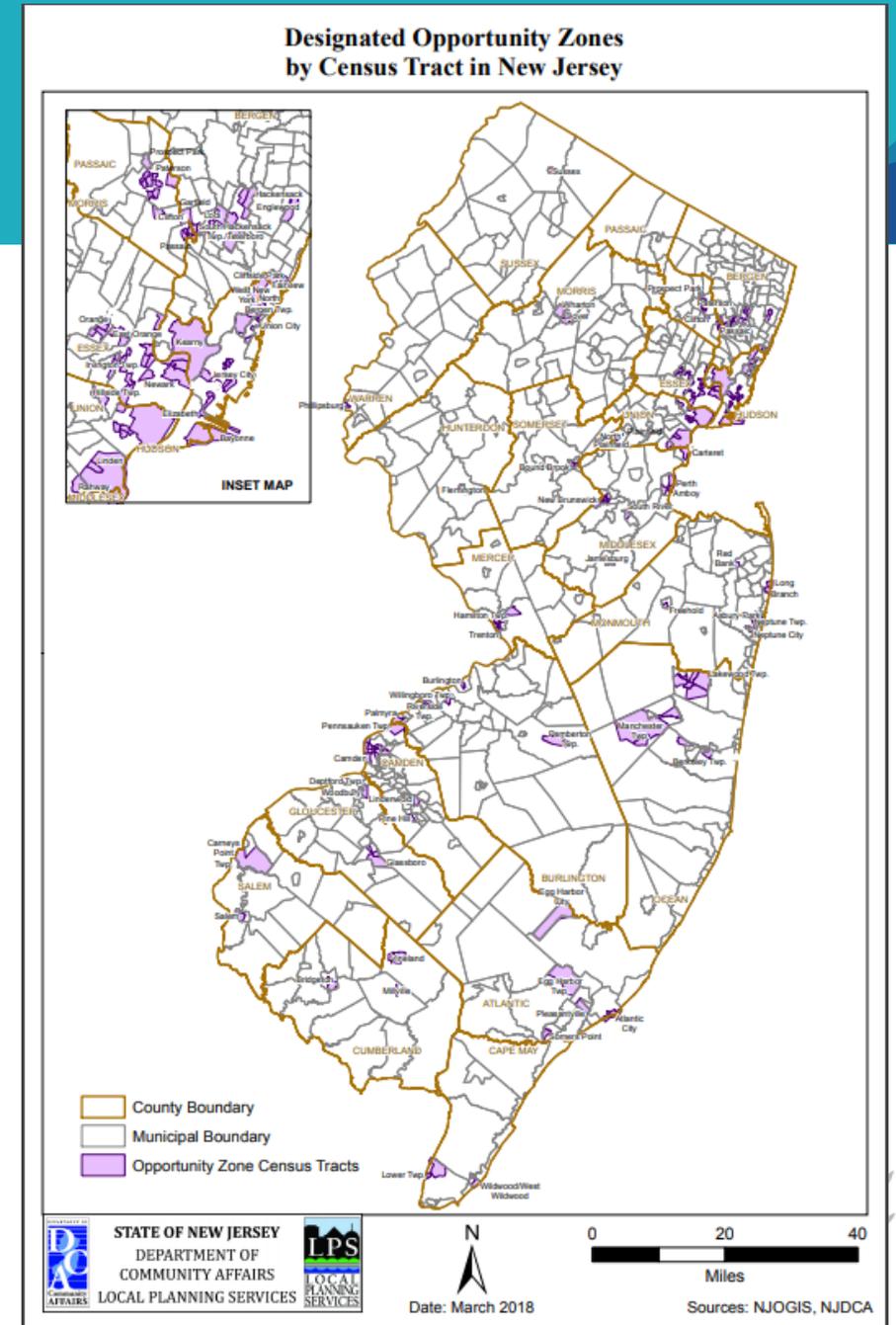


PARTNERS IN YOUR LIFE'S JOURNEY



Opportunity Zones

- Created in Tax Cuts and Jobs Act of 2017
- Low income census tracts designated by governors
- Those with substantial capital gains can reinvest in Opportunity Zones
 - Defer federal taxes until December 31, 2026
 - Reduce tax payment by up to 15%
 - Lower taxes on profits from Opportunity Fund if held for 10 years



Healthy Practice

Build Healthy Places Network



About the Network

Resources

MeasureUp

Stories

What's New



Working at the Intersection of

Community Development

and Health

Watch Our Video



Learn About the Network

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





Additional Slides for Q&A as Needed

Green and Healthy Homes

- **Combined allergen removal + weatherization + lead remediation**
 - pest control
 - mold remediation
 - dust reduction
- **Hospitalizations reduced by 65%; ER visits by 28%, work missed by 37%, and school/childcare days by 27%**



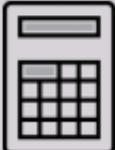
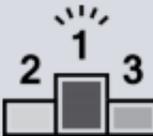
**DRY, CLEAN, SAFE, WELL-VENTILATED, PEST-FREE, CONTAMINANT-FREE,
WELL-MAINTAINED, ENERGY EFFICIENT**



Green & Healthy Homes Initiative



Rethinking the Community Investment System

| FROM: | | TO: | |
|---|--------------------------|---|------------------------|
|  | What can be financed ... |  | What we prioritize ... |
|  | Transactional |  | Systems/ecosystem |
|  | Single projects |  | Pipelines of projects |
|  | Gap filling |  | Ambitious and scaled |
|  | Reductionist, siloed |  | Integrative, adaptive |



Community Investment as a Set of Functions

Strategic Priorities

Ensure there is a coherent, community-endorsed vision to shape investments.

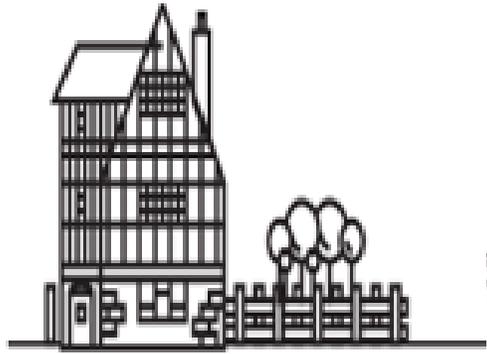
Pipeline

Generate deals and projects that together add up to the realization of the community's strategic priorities.

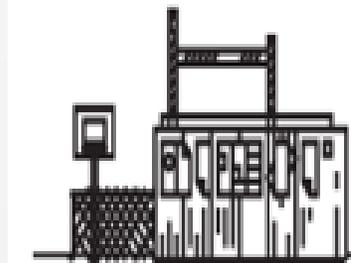
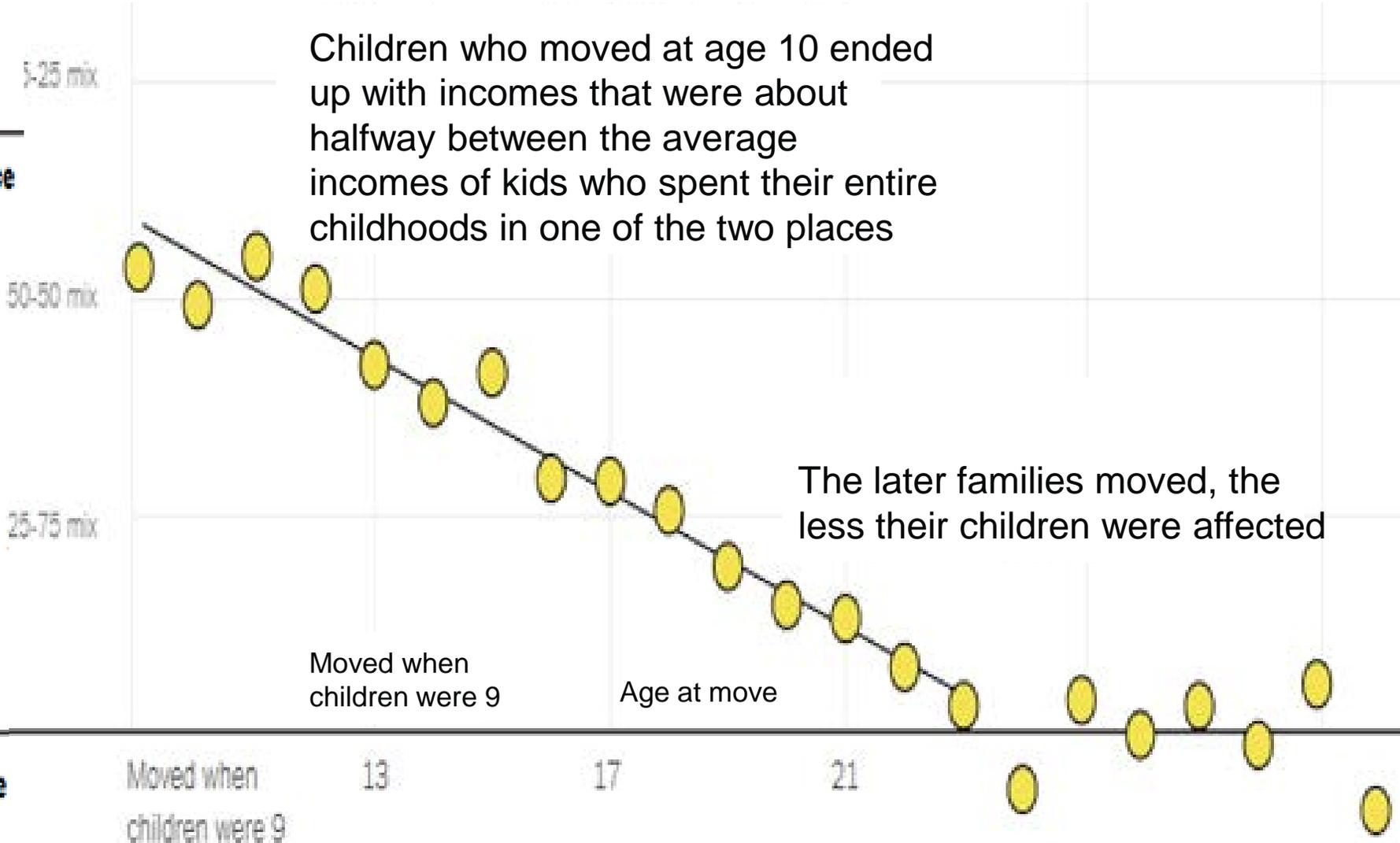
Enabling Environment

Build the policies, processes, mechanisms and incentives that facilitate community investment.





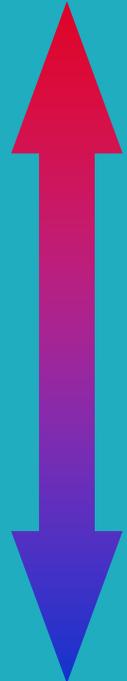
The same as kids from the **new place**



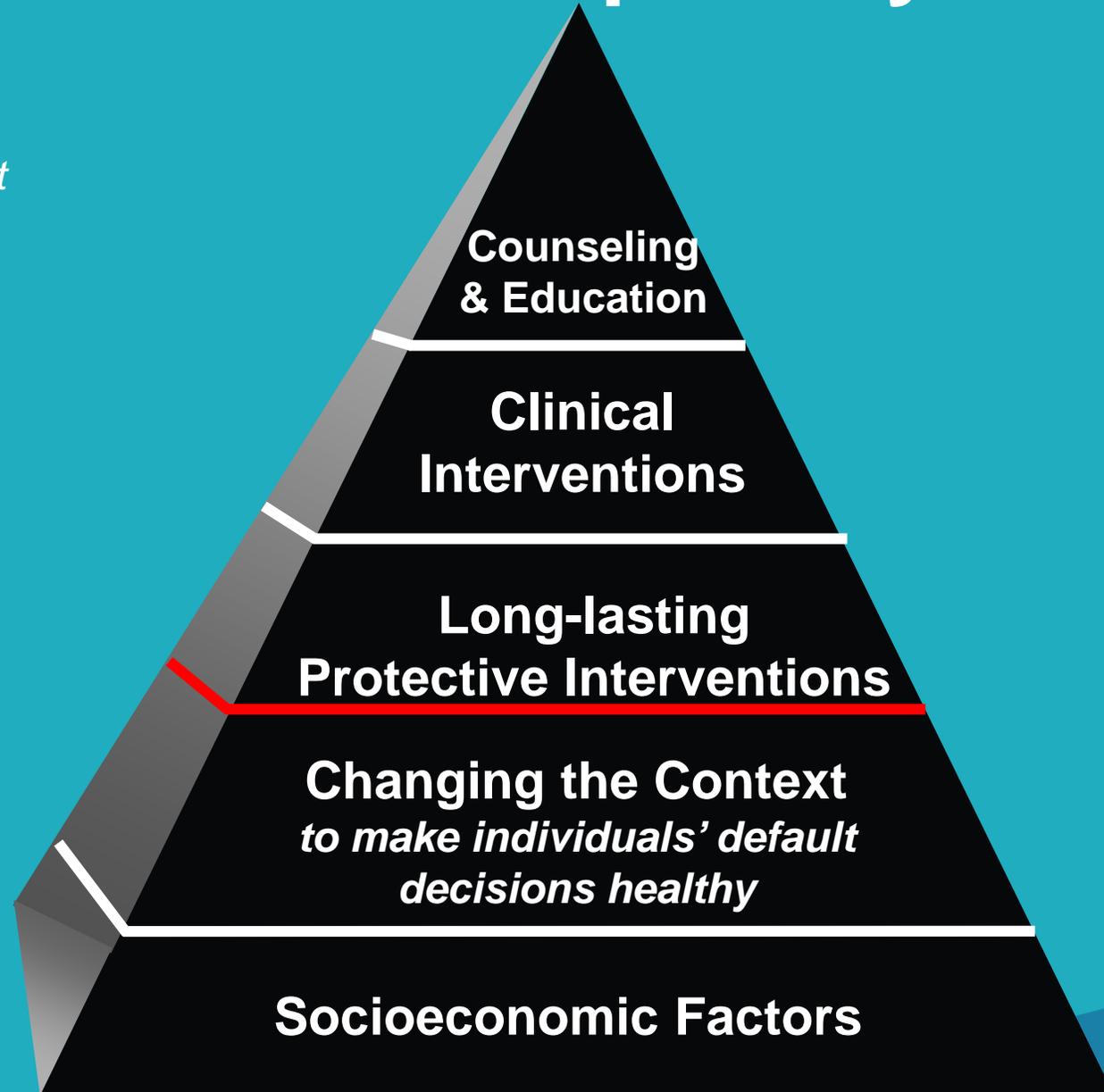
The same as kids from the **old place**

Health Impact Pyramid

*Smallest
Impact*

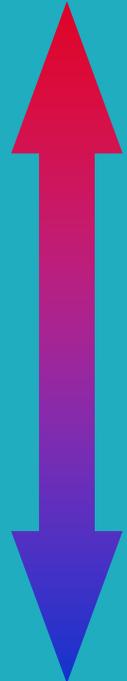


*Largest
Impact*



Health Impact Pyramid

Smallest
Impact



Largest
Impact





Nearly **One-fifth** of all
Americans live in
neighborhoods that make it
hard to be healthy.