

Impacting Social Determinants of Health by Creating Communities of HOPE

Cooling the “Hot Spots”

Bill Barberg, President, Insightformation, Inc.



COMMUNITIES OF HOPE INC



An Opening Question...

How DO you address the **Social Determinants of Health**?

- In a way that is practical and economically viable?
- Even if you can identify the “**Hot Spots**” in a community, what is a practical way to cool them off?
- How do you make enough changes in the social determinants to have a sufficient impact on health?

Target Government Subsidized Housing Communities.

A Follow-On Question...

Is it possible to break the cycle of poverty and poor health in government-subsidized housing communities

- in a way that **creates** value rather than just **transferring** value,
- **minimizing the need to win grants** or get external funding?

A Discouraging Legacy



- **Herman Gardens:** 139 acre development in 1943
- Became one of the worst areas of poverty, crime, drugs and gang violence in Detroit. “The Big Bad”
- Demolition began in 1997.

- **Vacant “Urban Desert”**
- How can it be re-developed without repeating the downward spiral?



The Healthcare Costs of “Hot Spotters”

THE NEW YORKER

MEDICAL REPORT

THE HOT SPOTTERS

Can we lower medical costs by giving the neediest patients better care?

by Atul Gawande

JANUARY 24, 2011

“After poring through six years of claims data, Brenner discovered that a single public housing development was responsible for \$12 million in health care costs from 2002 to 2008”

Hospital and Health Network Magazine. **Health Care’s Costliest 1%**. 11/14/2012



In Camden, New Jersey, one per cent of patients account for a third of the city’s medical costs. Photograph by Phillip Toledano.

The Cost of Adverse Childhood Experiences



Eviction from Affordable Housing has Lifelong Consequences

The Challenges of Low-Income Housing

A Business Problem: Waste & Headaches

- Problems collecting rent
- Resident turnover (often kicked out)
- Excessive maintenance & energy costs
- Safety issues and illegal activity



Bob hired Insightformation to help strengthen his business



Social Costs

- Loneliness, Discouragement
- Missing opportunities to live more productive and fulfilling lives
- Downward spiral. A lack of hope
- ACEs: Seeds of many future problems

The Innovative Approach to Change

- **Social Entrepreneurship rather than a Social Program**
- **A Holistic Approach to *Helping People Help Themselves***
- **Conquer the Complexity by Using Strategy Management Techniques and Software**
- **Embracing Collective Impact and Aligning “Mutually-Reinforcing Activities” of Existing Resources (ABCD)**
- **Harnessing the Power of the People Being Helped**

Social Entrepreneurial Model

- **Create value by weaving together existing resources & programs, bringing them on-site for residents**
- **Reduce waste to generate resources
“A Penny Saved is a Penny Earned”**
- **Help residents become good tenants**
- **Work with the residents to create an appealing, supportive environment with high occupancy, low turnover, & waiting list**
- **Successfully develop & manage high-value housing projects and leverage the tax credit benefits**



Gardenview Estates



- **Built on the former Herman Gardens site**
- **607 new single family and rental homes**
 - 328 multi-family rental units
 - 166 senior rental units
- **Mix of Public Housing, Section 8 Assistance**
- **66 homes purchased with down payment assistance**

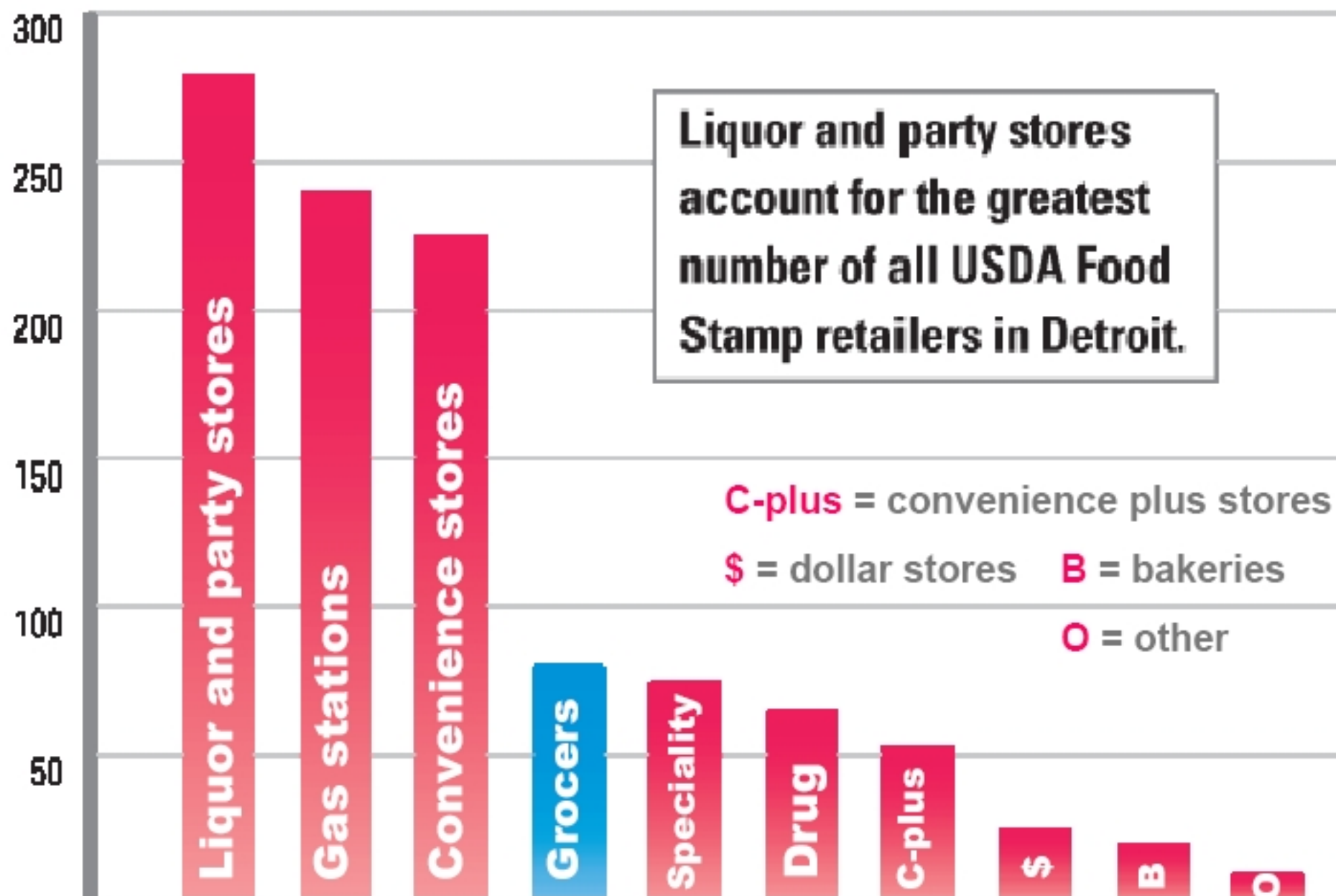
“Grocery” Stores near Gardenview Estates



“Grocery” Stores near Gardenview Estates



All recoded Detroit Food Stamp retailers



The chip industry has
identified the Motor City as
consuming the **most** potato
and other kinds of
chips per capita in the U .S.

In partnership with the . . .

National Center for Public Research



Authorship & copyright

MARI GALLAGHER

RESEARCH & CONSULTING GROUP

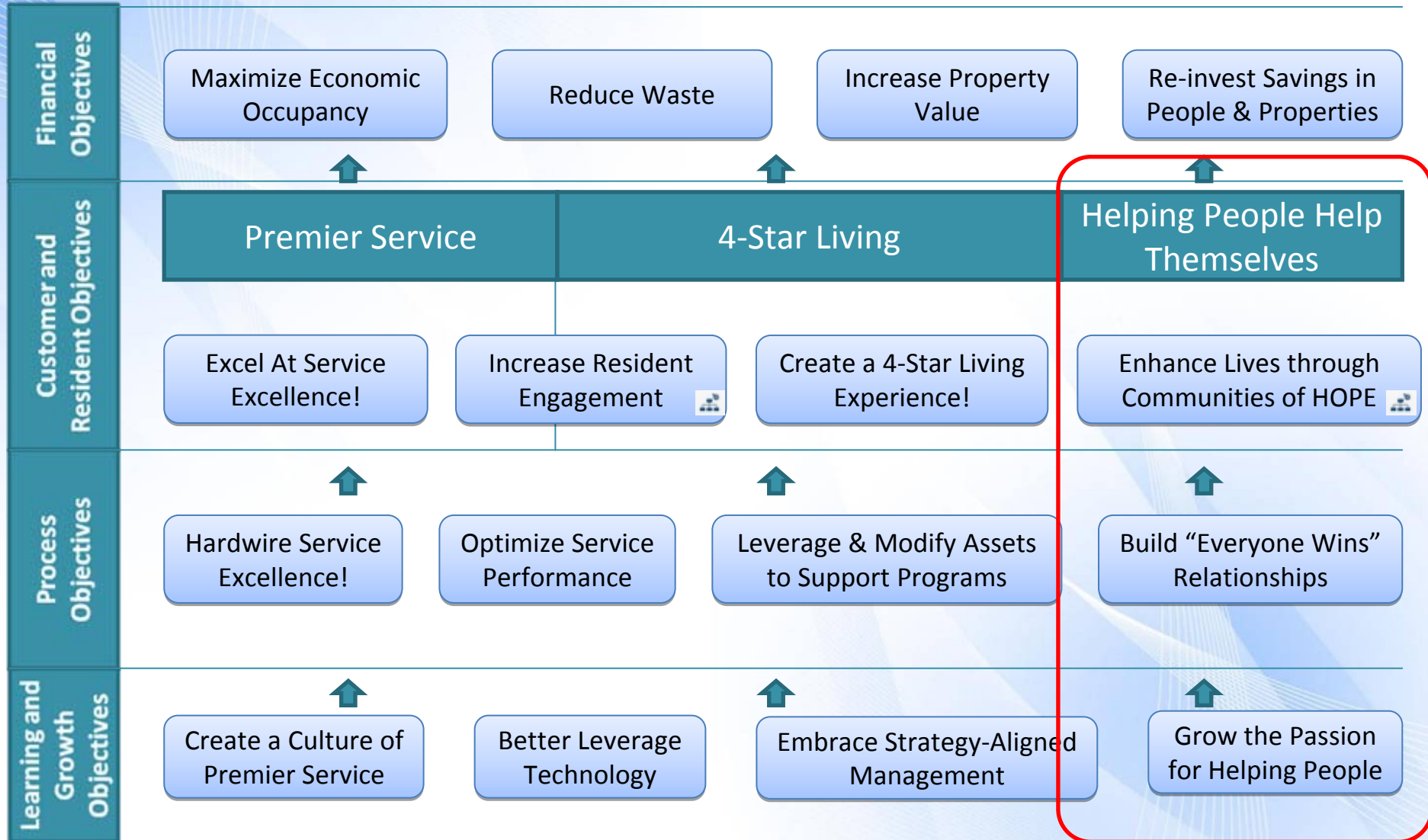


How Do You Tame the Complexity?

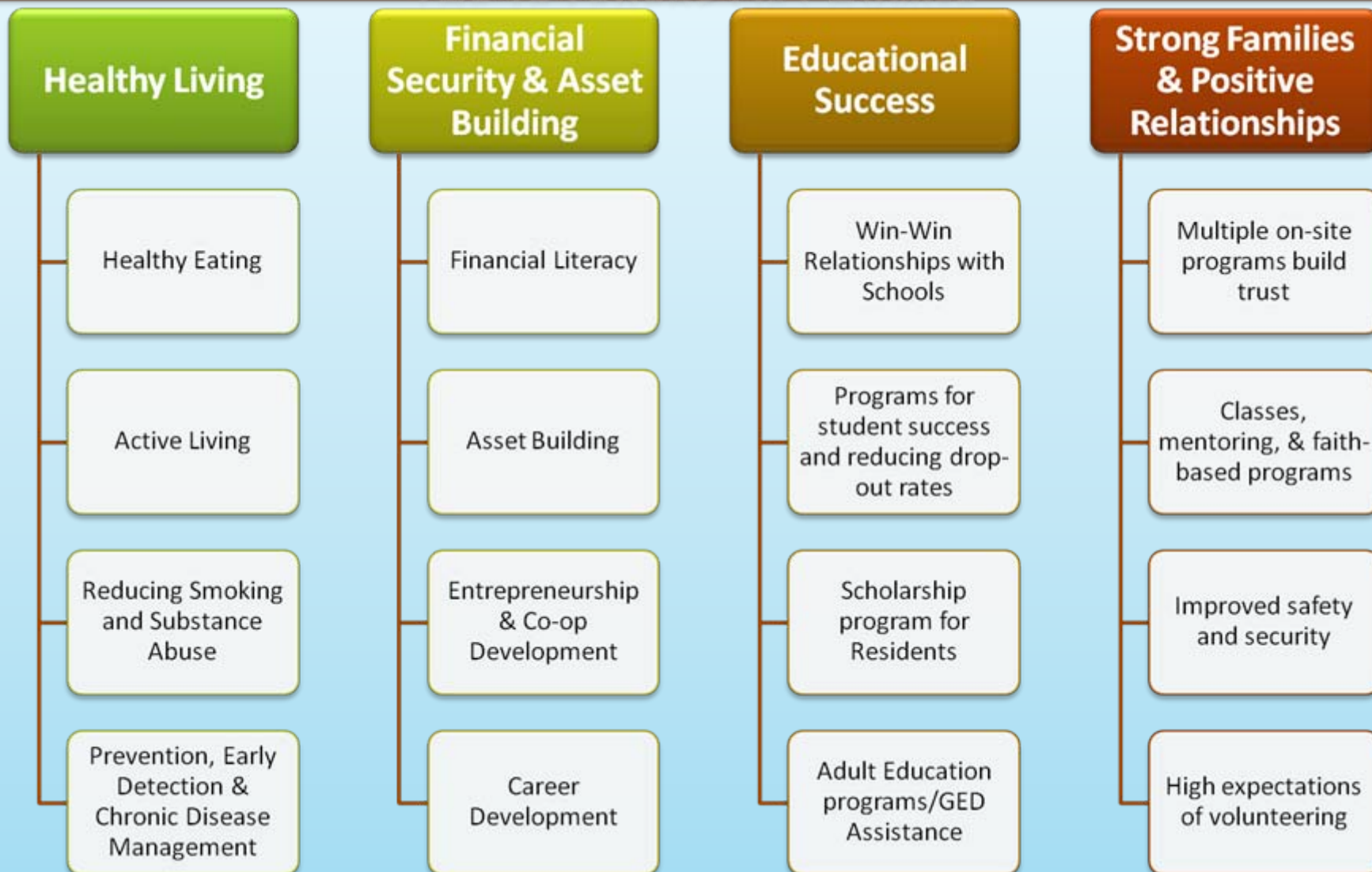
- **Strategy Management Tools**
 - Strategy Mapping
 - “Emergent Strategy”
 - Balanced Scorecard
 - On-Line Strategy Management System
- **Rapid-Cycle Quality Improvement (QI)**



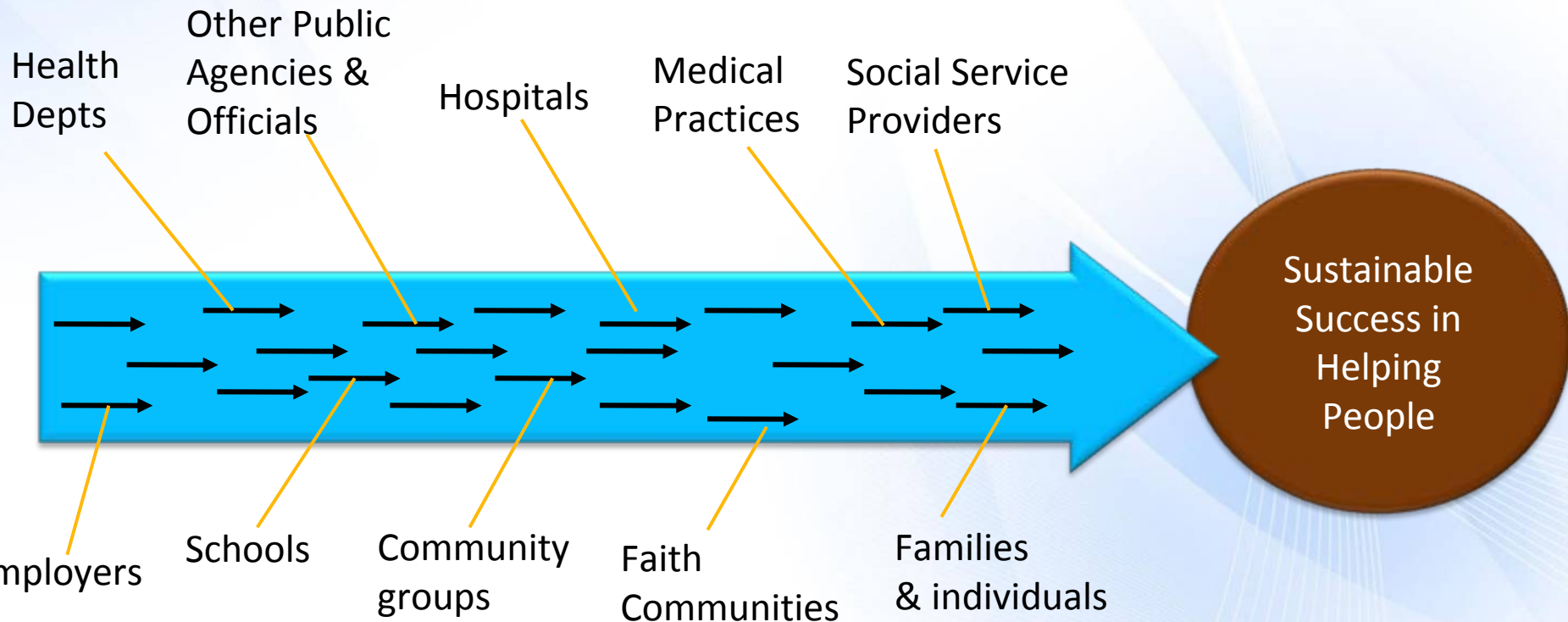
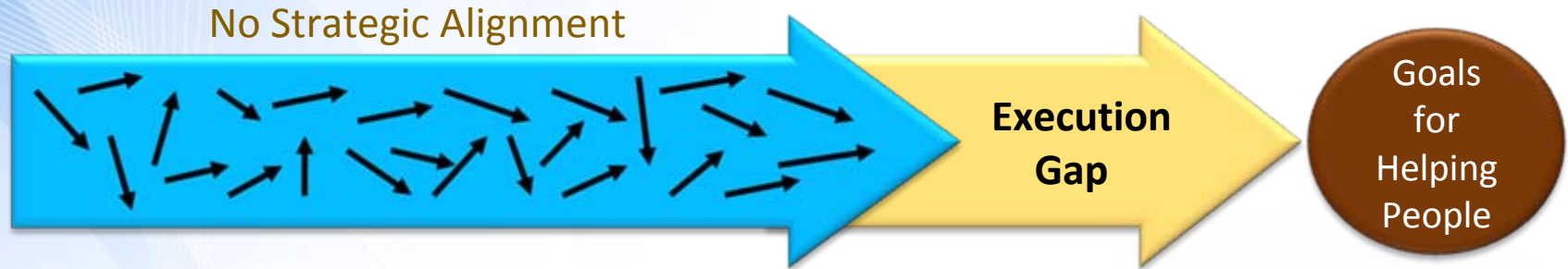
Communities of HOPE Strategy Map



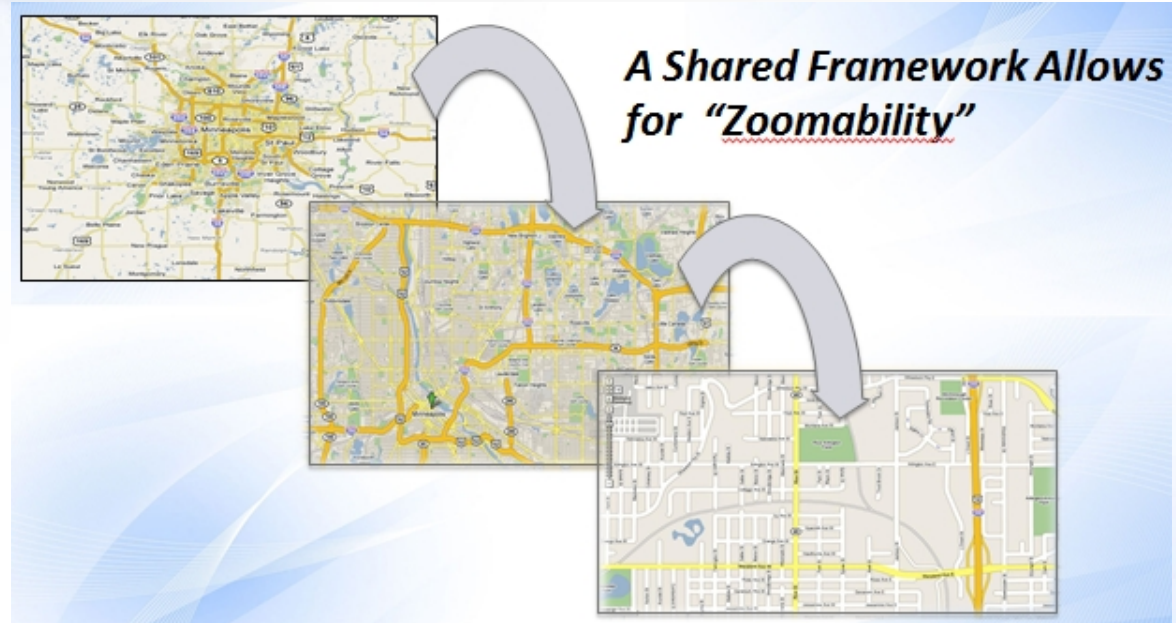
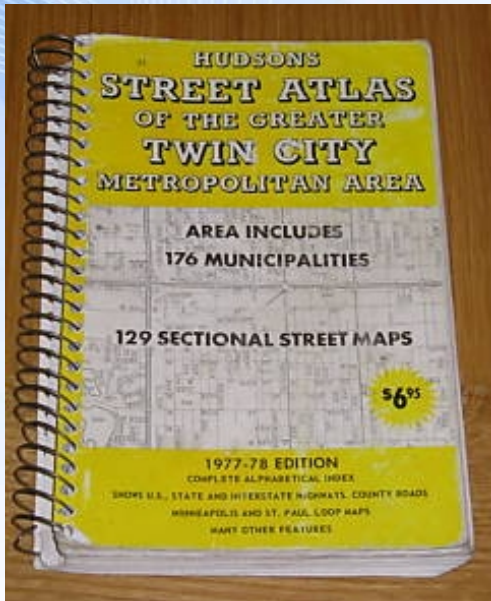
THE 16 LEVERS OF CHANGE



Creating Value through Alignment



Transforming Power of Technology



“With the right tools, more information is **not** overwhelming.”



A Strategic Framework for Change



16 Levers of Change

16 Levers of Change

Actions



THE 16 LEVERS OF CHANGE

HEALTHY LIVING

Healthy Eating

Active Living

Reduce Smoking & Substance

FINANCIAL SECURITY & ASSET BUILDING

Financial Literacy

Asset Building

Micro-Enterprise Opportunities

EDUCATIONAL SUCCESS

Win-Win Relationships with Schools

Programs for Student Success & Reducing Drop-out Rates

Scholarship Program for

STRONG FAMILIES & POSITIVE RELATIONSHIPS

Multiple on-site Programs to Build Trust

Classes, Mentoring, & Faith Based Programs

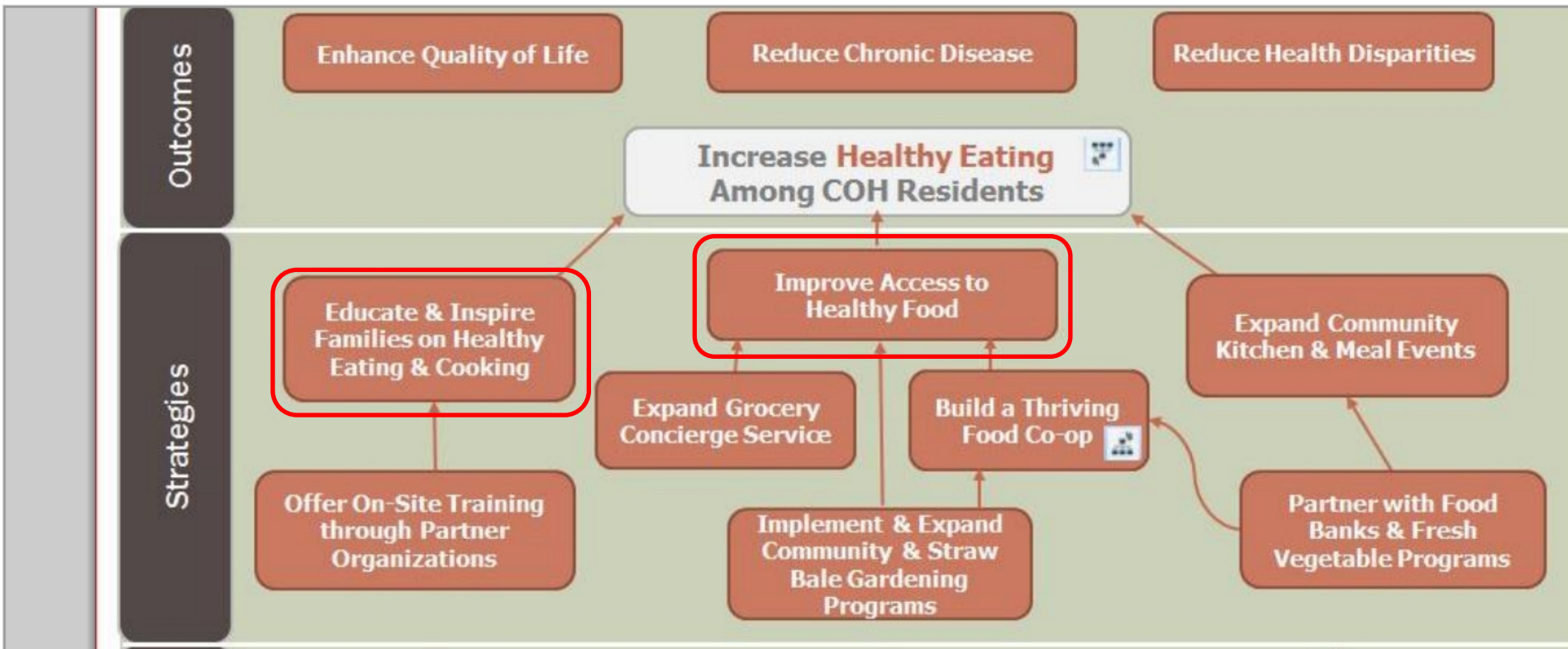
Improved Safety & Security

Aligning Mutually-Reinforcing Activities



Healthy Eating Strategy Map

Healthy Eating Strategy Map



Managing the Common Agenda & MRAs using “Digital Backbone” Technology

One Piece in the Puzzle. But...



Aligning Mutually-Reinforcing Activities



What can we add to improve results?

Starting to Get Traction

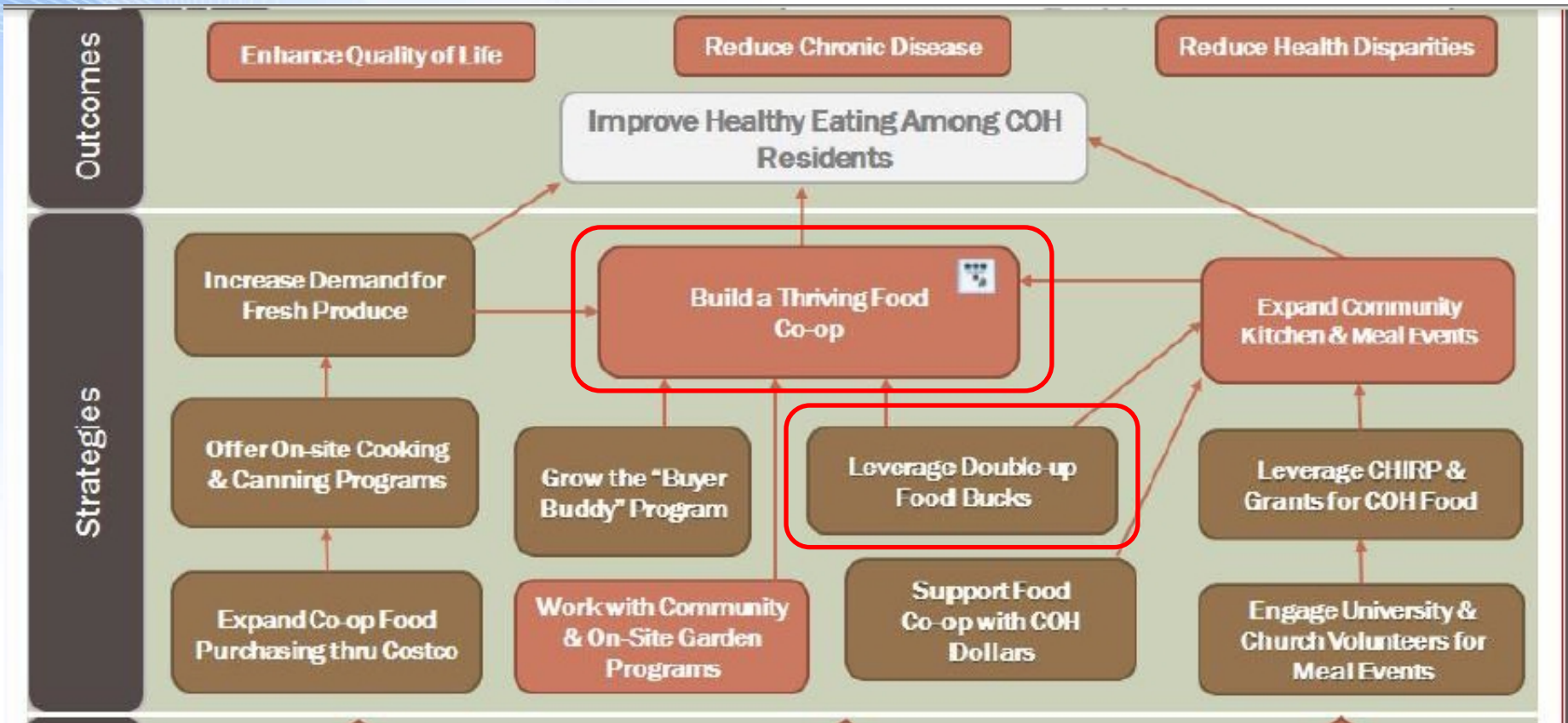


Aligning Mutually-Reinforcing Activities



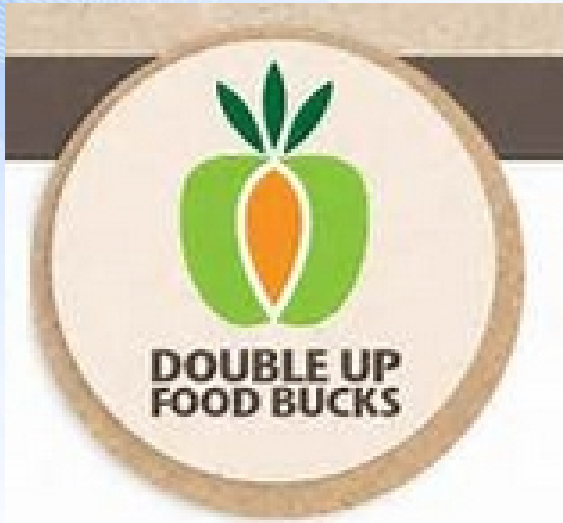
Zoom in to the Details of the Food Co-op

Reaching for Transformation!



1000 people x \$133/month in SNAP = \$133,000 per month

Adding Incentives



Communities of HOPE Currency

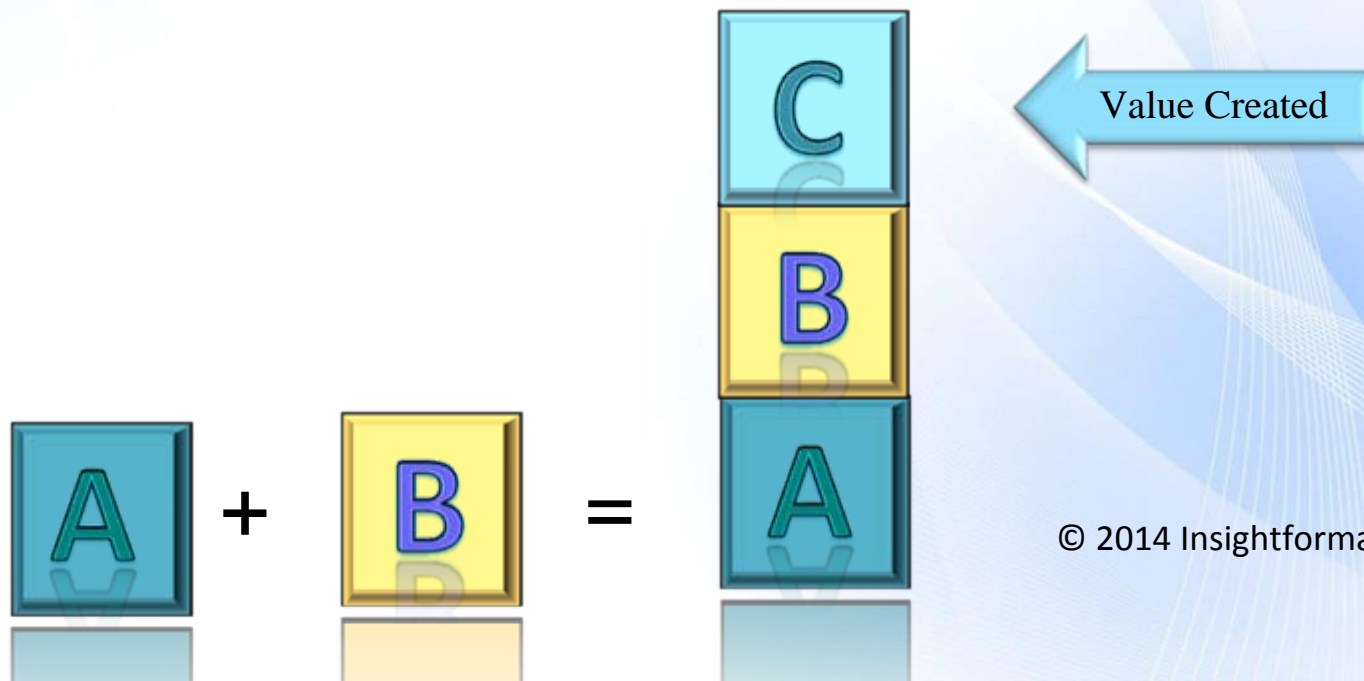
Building Momentum



Creating Value through “Synergy”

Synergy: The interaction of two or more agents or forces so that their combined effect is greater than the sum of their individual effects.

American Heritage Dictionary



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New Allies: Creative Community Pathways



Child Health Incubator Research Project (CHIRP)

Five year \$4.5 million
grant from the USDA
National Institute of Food
and Agriculture
Childhood Obesity
Prevention Program

Adding an “Assist” to Attract Moms



Music Together® Demonstration Class after the Salad Bar Lunch

Engaging the Residents as a Key Resource

Setting up and Using a Volunteer-Staffed Call Center

**High
expectations of
volunteering**

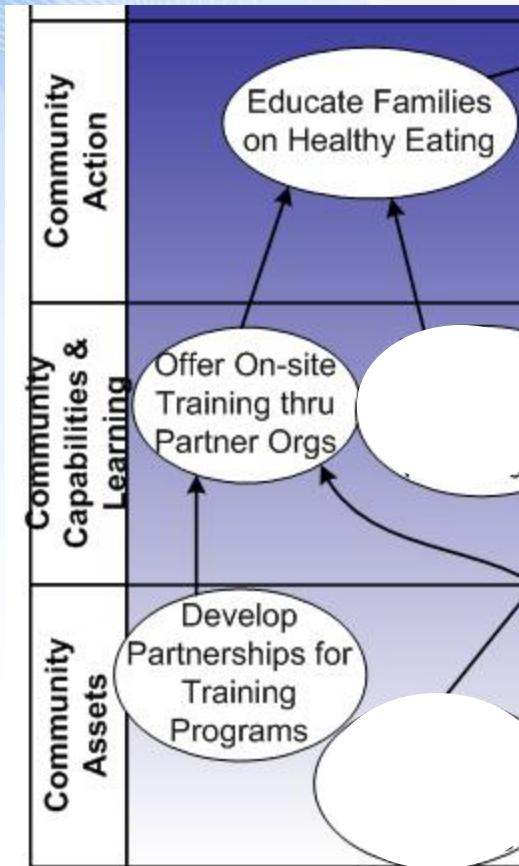
Resident Volunteers Helping with the Salad Bar Fridays

Building Community and Health!



Enjoying the Friday Pot Luck Salad Bar Outdoors!

Using the Strategy Map to Attract Partners



Residents Love the Classes

Began offering “Cooking Matters” classes on-site.

Built relationship with Gleaners Community Food Bank, which offers the **Cooking Matters** Program.



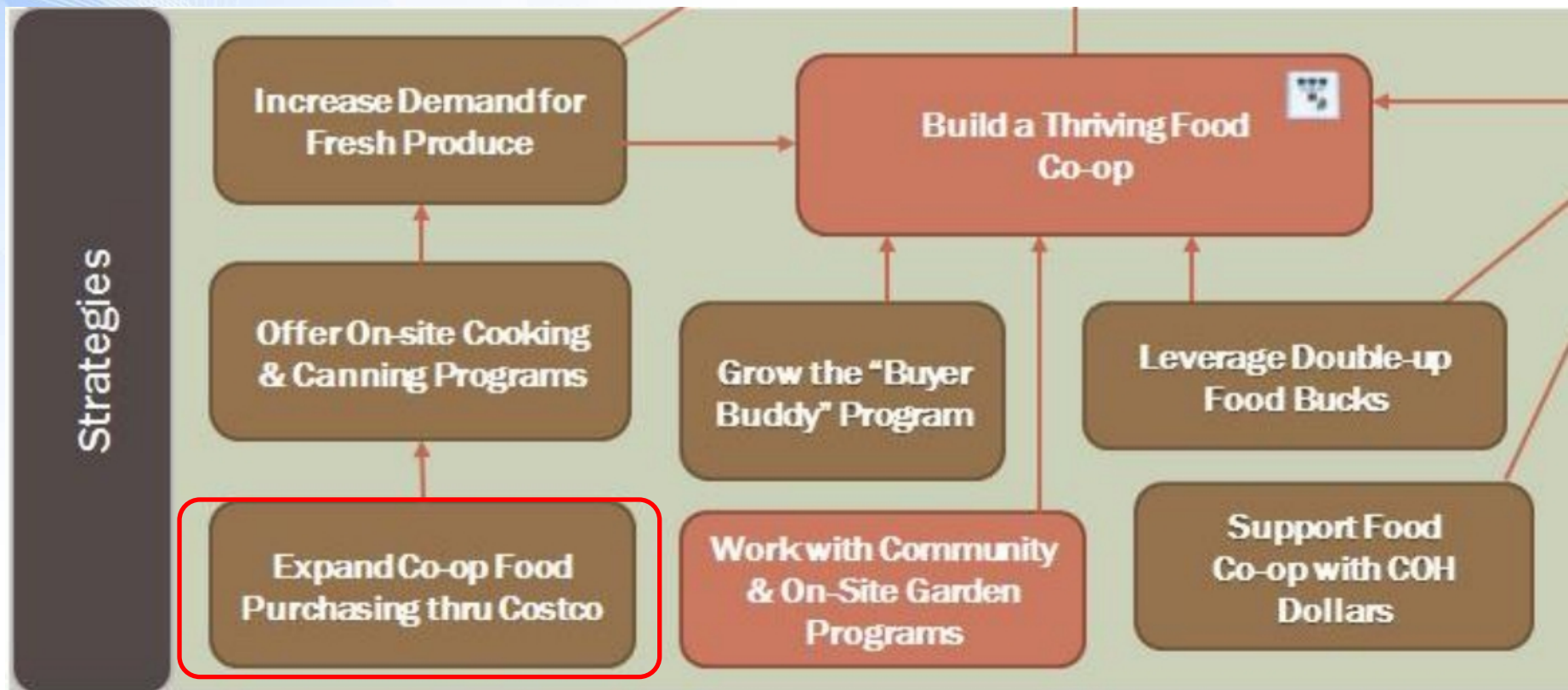
Cooking Classes Strengthen the Change




Cooking Matters® classes at Gardenview Estates

We're helping other grant recipients do more with less!!!

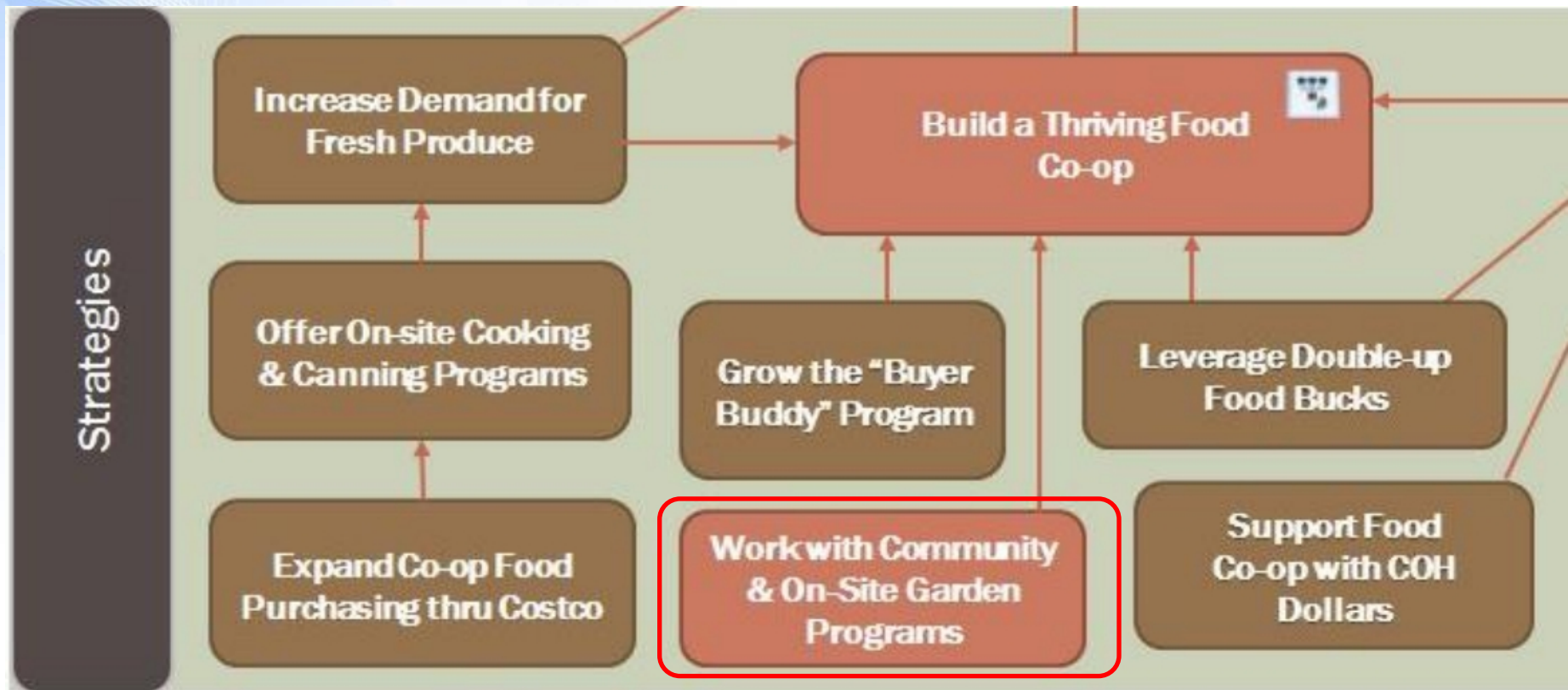
Next Steps in Co-op Purchasing



“Spending with Purpose” Program

- **Leverage the purchasing power of hundreds (eventually thousands) of individuals & families**
- **Find out what they want to buy**
- **Negotiate discounts (and delivery) for large purchases**
- **Special Relationship with** 
- **A modest fee creates paid work for residents, and a vendor contribution to Communities of HOPE helps cover overhead**

High-Impact Innovations in Gardening



Straw Bale Gardens Planned for 2015



Empower people to grow their own food!

Many Benefits over traditional raised-bed gardening

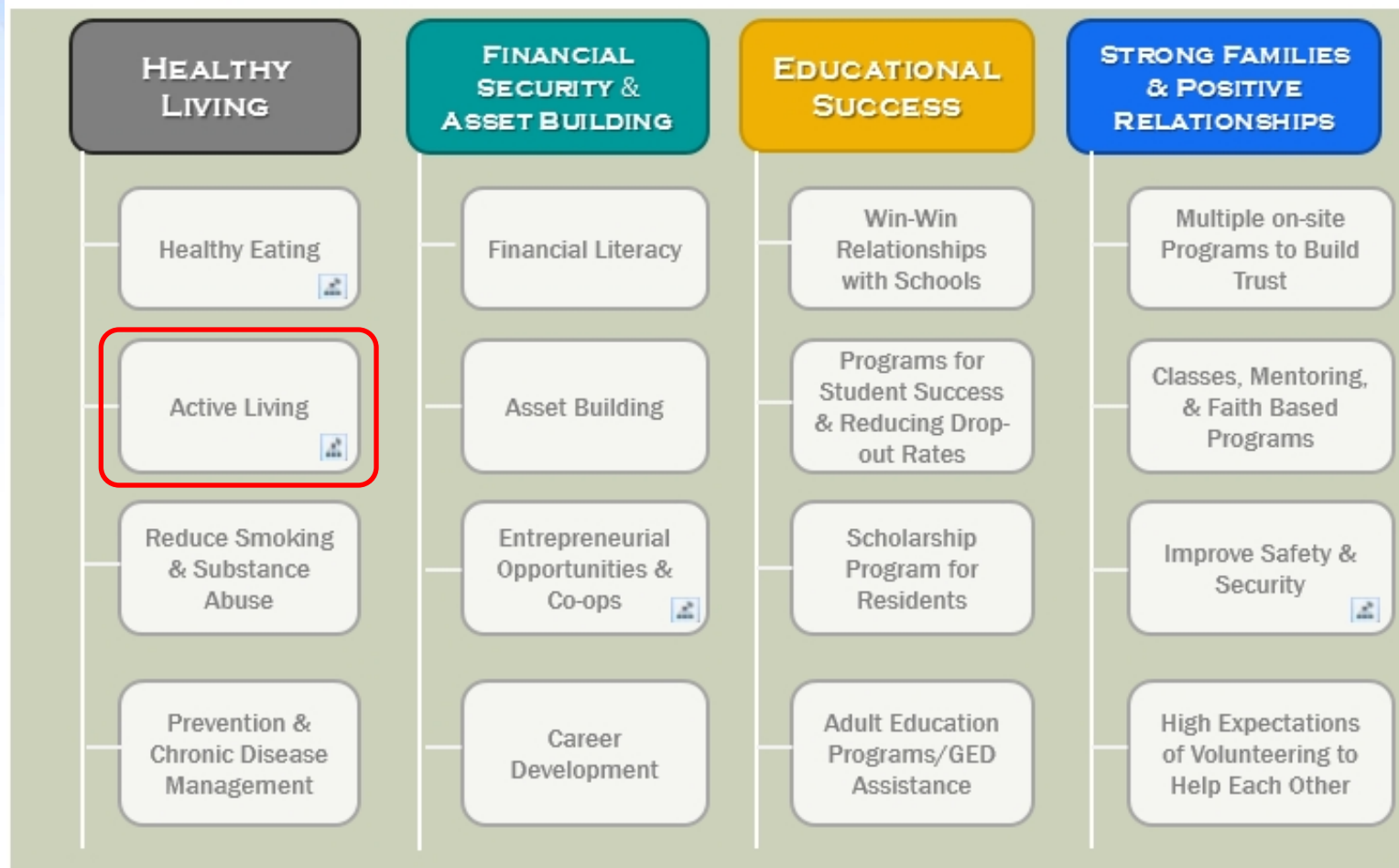


Use Students & Volunteers to help build momentum & engagement

Engaging Residents in New Programs



THE 16 LEVERS OF CHANGE



On-Site Social Dance for Exercise & Fun



Learning to do the “Hustle”

The Active Living programs are starting to ramp up now...

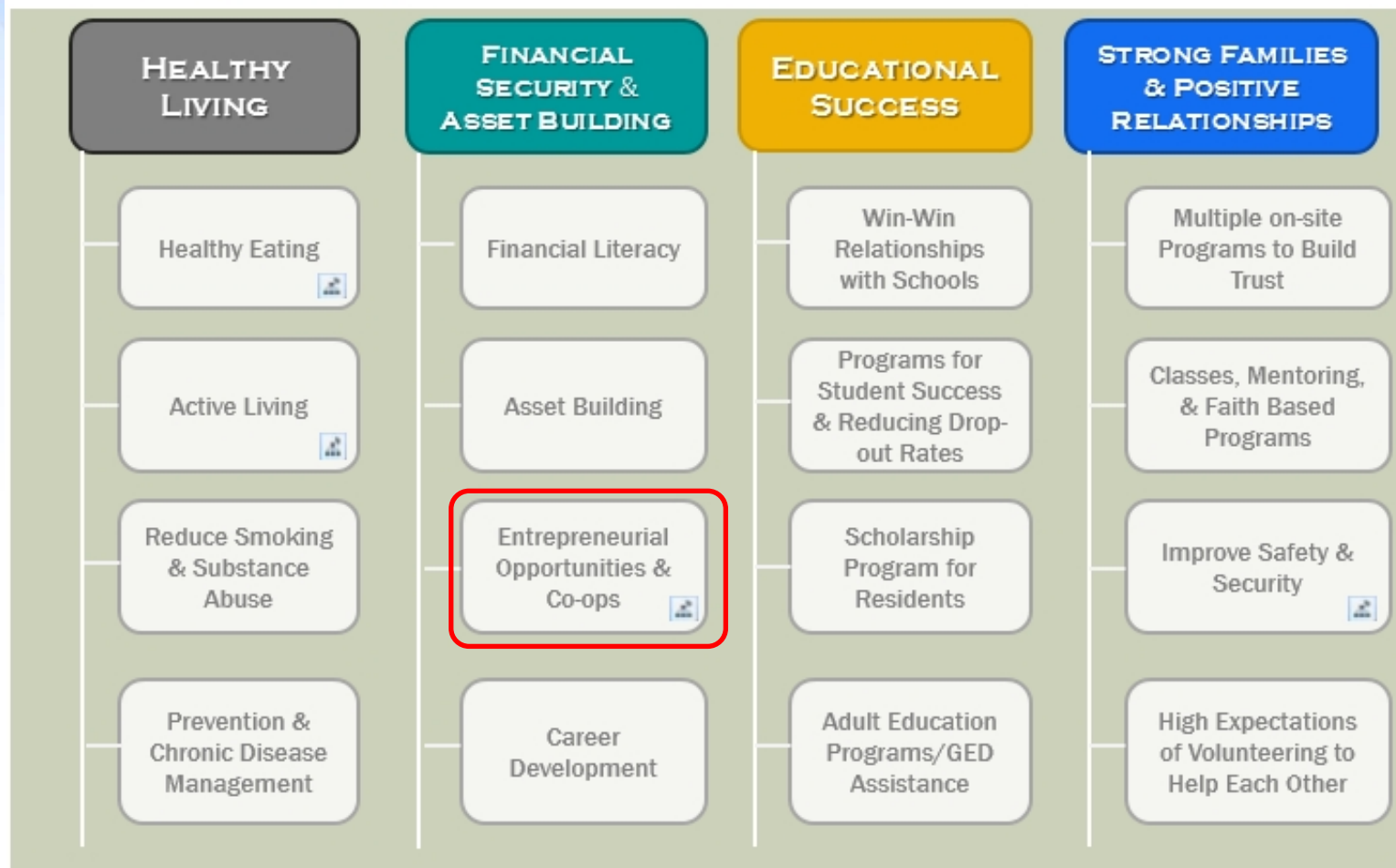
D.J. Tyrone



Engaging Residents in New Programs

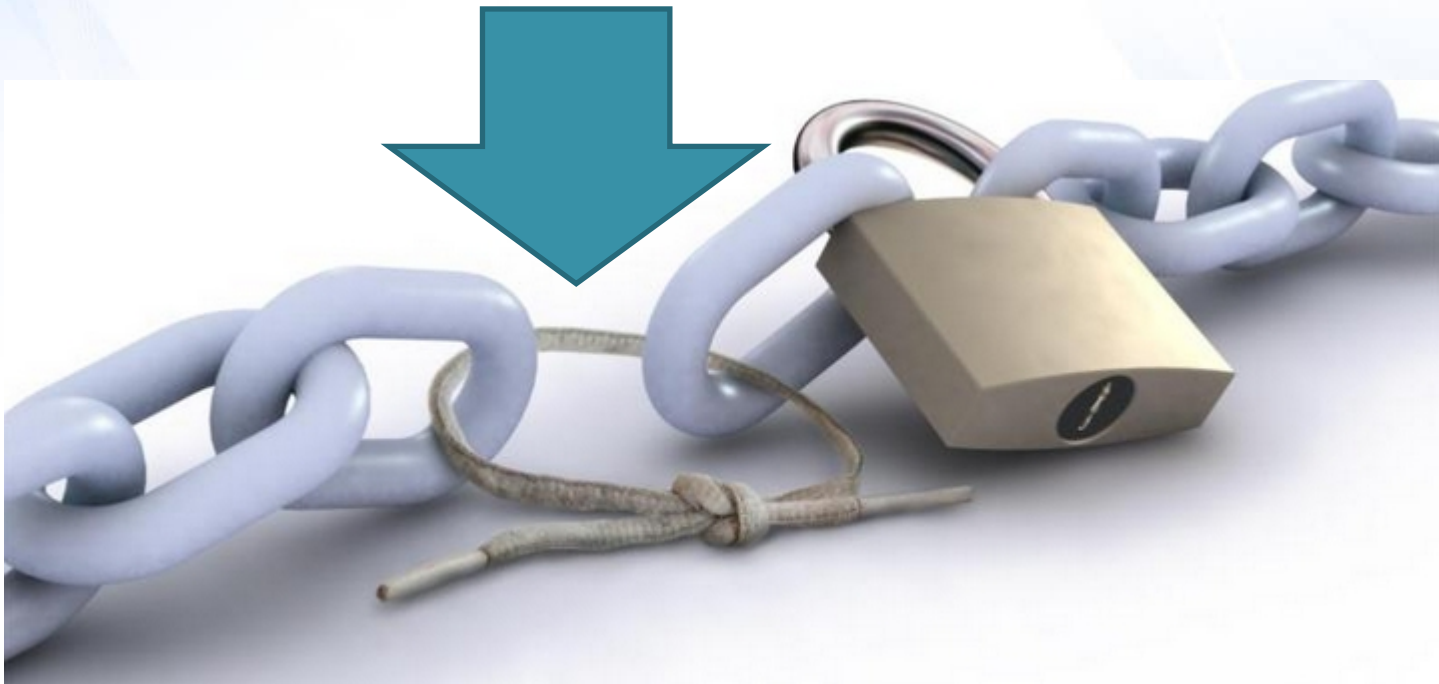


THE 16 LEVERS OF CHANGE



What is the Weakest Link?

**The Ability of Largely Volunteer
Coalitions to Manage Information
about a Collaborative Strategy**



Managing Strategy Information

The dashboard displays 16 levers of change organized into four columns:

- HEALTHY LIVING**
 - Healthy Eating
 - Active Living
 - Reduce Smoking & Substance Abuse
 - Prevention & Chronic Disease Management** (highlighted)
- FINANCIAL SECURITY & ASSET BUILDING**
 - Financial Literacy
 - Asset Building
 - Micro-Enterprise Opportunities
 - Career Development
- EDUCATIONAL SUCCESS**
 - Win-Win Relationships with Schools
 - Programs for Student Success & Reducing Drop-out Rates
 - Scholarship Program for Residents
 - Adult Education Programs/GED Assistance
- STRONG FAMILIES & POSITIVE RELATIONSHIPS**
 - Multiple on-site Programs to Build Trust
 - Classes, Mentoring, & Faith Based Programs
 - Improved Safety & Security
 - High Expectations of Volunteering to Help Each Other

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* denotes required field

Prevention and Chronic Disease Management

Objective Details

Description From-To Gap

Edit

Prevention, Early Detection & Chronic Disease Management

- 1. Hearing Screening & Complete Hearing Evaluation Tests** to be conducted in partnership with Wayne State University and the Wayne State University Student Academy of Audiology student organization. This is an incredible opportunity to help our residents to discover any hearing-related issues and take action if necessary.
 - Wayne State University Student Academy of Audiology provides outreach services to the greater Detroit community.
 - Their mission is to promote hearing health awareness and to help identify hearing loss early. As a result, they provide both free initial hearing screenings to the public, individuals of any age can participate.
 - Initially, we will promote the hearing screenings at our Super Friday events and will schedule a time to offer screenings at the apartment buildings.

Lead Advocate: Mary Kassa, Volunteer Coordinator & WSU Audiology Student
Email and Phone: ej8558Wwayne.edu 248-755-6364

- 2. Health Panel Discussions:** An important component of disease prevention is providing the knowledge and information that is necessary for individual's to make appropriate life changes. As a result, COH is partnering with Phyllis to provide panel and tabletop discussions concerning various health-related topics. These discussions are supported by both a "Food Justice Task Force" and the CHIRP grant. The first initial discussion was titled "Housing, Health, and Healing."

Lead Advocate: Phyllis Williams, Creative Community Pathways
Contact Email: rmoi@aol.com




Measures for This Objective

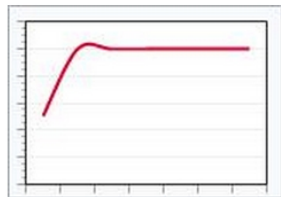
Lead Advocate: Phyllis Williams, Creative Community Pathways
Contact Email: rmoi@aol.com

[Click here to return to the 16 Levers of Change Strategy Map](#)

Measures Tablet

Select

 **COH-HL: # of Adult COH residents receiving hearing screenings**



N/A


N/A

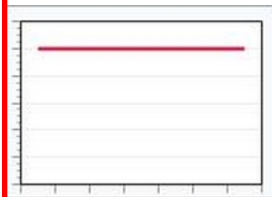
Description

of COH residents receiving hearing screenings via the Wayne State program. (Quarterly)

N/A 



 **COH-HL: # of Hearing screening events scheduled**



N/A

N/A

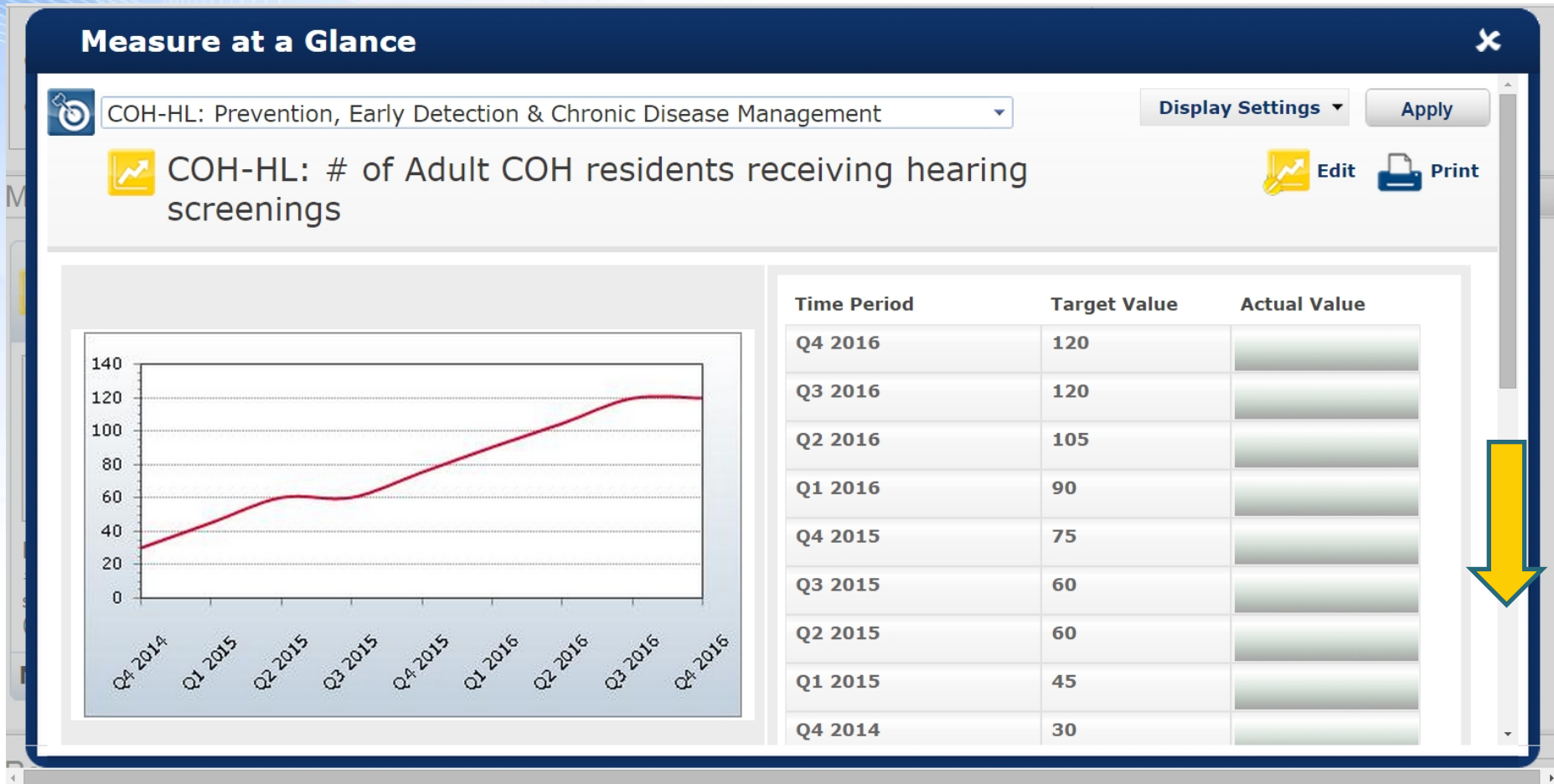
Description

of Hearing Screening Events Scheduled

N/A 



Presentation-Ready Data Formats



A highly-efficient and centralized place to gather and manage data.

Scroll Down to Add or View Projects

Measure at a Glance



Q4 2014

30




Description




of COH residents receiving hearing screenings via the Wayne State program. (Quarterly)





Related Initiatives


Actions ▼


Name	Status	% Complete	Assigned To	Due Date	Actions ▼
 PPM: Refine the details for the Wayne State hearing screening program	On Track	50%	Kristin Garland	09/30/2014	Actions ▼
 COH-HL: Create a Marketing Brochure promoting Hearing Screening Program	Approved but Not Started	0%	Angela Samuels		Actions ▼
 COH-HL: Promote Hearing Screenings by Providing a Table at Super Friday Events	Approved but Not Started	0%			Actions ▼

Presentation-Ready Data Formats

 **PPM:Refine the details for the Wayne State hearing screening program**

 Initiative Comments  **Edit Initiative Status**  Edit  Print

Prefix PPM	Start Date 09/24/2014	End Date 09/30/2014	Assigned To Kristin Garland	Assigned By Bill Barberg
Parent Initiative	Percent Complete 50	Color Light Green	Description Wayne State has funding and program for hearing testing and hearing aids, etc. Chelsey Smith 810-629-9500 x0223 has a friend in the program. This would be an ideal graduate school project.	
Name Refine the details for the Wayne State hearing screening program	Status 	Status Update Called Chelsey on 9/30 to discuss program. She gave me the name of her friend, Stephanie, who is at Wayne State and works in this program. I called Stephanie at 734- 624-0191 and left a VM on 9/30. Last Updated: 09/30/2014 : 04:16 by Kristin Garland		

Attached Files 

Actions ▾

<input type="checkbox"/>	File Name	Document Type
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Delegate out Small Projects to Volunteers

Measure at a Glance



Q4 2014

30




Description



of COH residents receiving hearing screenings via the Wayne State program. (Quarterly)

Related Initiatives

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 COH-HL: Promote Hearing Screenings by Providing a Table at Super Friday Events	Approved but Not Started	0%			Actions ▼

Turnover Destroys Profitability

The single highest cost driver in apartment management is the turn-over rate and the cost for each unit turned.

**Turn-over rate equals the percentage of unit moveouts in a year.

Move-Out Cost: Challenging Market Conditions	
Assumptions:	Average
Average rent*	\$947
Average vacancy loss days	40
Average concessions	\$772
Maintenance tech average hourly	\$18.32
Maintenance tech average hours to turn a unit	9
Leasing agent average hourly	\$16.96
Leasing agent average hours to show and rent a unit	10
Calculations:	
Vacancy loss	\$1,263
Concessions*	\$772
Leasing staff time/cost	\$170
Marketing/advertising cost/rental (guides, newspaper, internet listing services, other advertising and marketing costs)	\$356
Resident referral fee / locator or rent.com fee (average)	\$444
Leasing commission	\$40
Carpeting cleaning or replacement cost	\$136
Painting cost	\$197
Appliance repairs or replacement cost	\$292
Miscellaneous maintenance costs (parts, etc.)	\$141
Maintenance staff time/cost	\$165
Apartment Clean	\$71
TOTAL	\$4,047
Source: SatisFacts Research (www.SatisFacts.com)	
* Source: Axiometrics (www.axiometrics.com); average asking rent and concessions as of September 2010	

Savings Due to Resident Stabilization

- **Typical apartment community Turn-over rates: 25%-40% annually.**
- **A 100 unit community could spend (40 units times \$4,000) up to \$160,000 per year in turn-over costs**
- **COH Communities are now averaging 10%-15% annual turn-over rates for a comparable cost of (15 units times \$4,000) of \$60,000 per year**
- **A savings of \$100,000 per year!**

Generating Real Assets for a Non-Profit Organization

- **Property values increases as costs decrease**
- **COH is now able to acquire properties with “hidden” value based on lower operating costs**
- **The added profit from more stable operations will help Communities of HOPE to establish a sustainable source of revenue to grow its capacity to help others help themselves.**

Revisiting our Question...

Is it possible to break the cycle of poverty and poor health in government-subsidized housing communities

- in a way that **creates** value rather than just **transferring** value,
- **minimizing the need to win grants** or get external funding?

YES! It just takes the techniques and tools to coordinate innovative teamwork.

Next Steps

Call us about how
we can work together.



Bill Barberg 763-331-8361

Bill.Barberg@insightformation.com

visit www.insightformation.com to learn more.

Visit our Website. Sign up for our Webinars.