



The Hazards of a “Dam-Good” Intervention

Threats to Well-intentioned Upstream Population Health Solutions

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THE OHIO STATE UNIVERSITY
COLLEGE OF MEDICINE



Objectives:

Introduction

The Healthy Neighborhood, Healthy Families (HNHF) experience

Overview the challenges and pitfalls of working “upstream”

Case study and lessons learned



Avondale, Cincinnati, Ohio



South Side, Columbus, Ohio



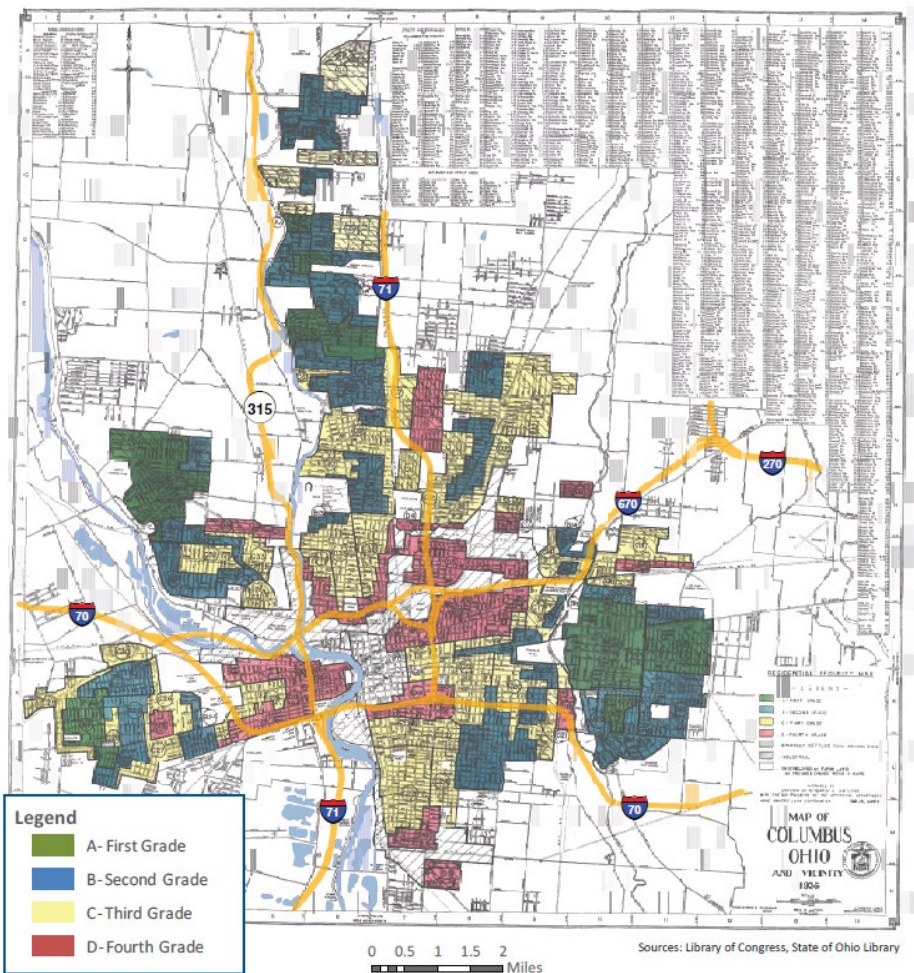


**Avondale,
Cincinnati, Ohio**

**South Side,
Columbus, Ohio**



Figure 8: 1936 Redlining Map (Areas C and D were considered to be areas at high risk for mortgage insurance, often due to the racial or ethnic makeup of these neighborhoods, leading to higher mortgage rates and discouraging investment.)

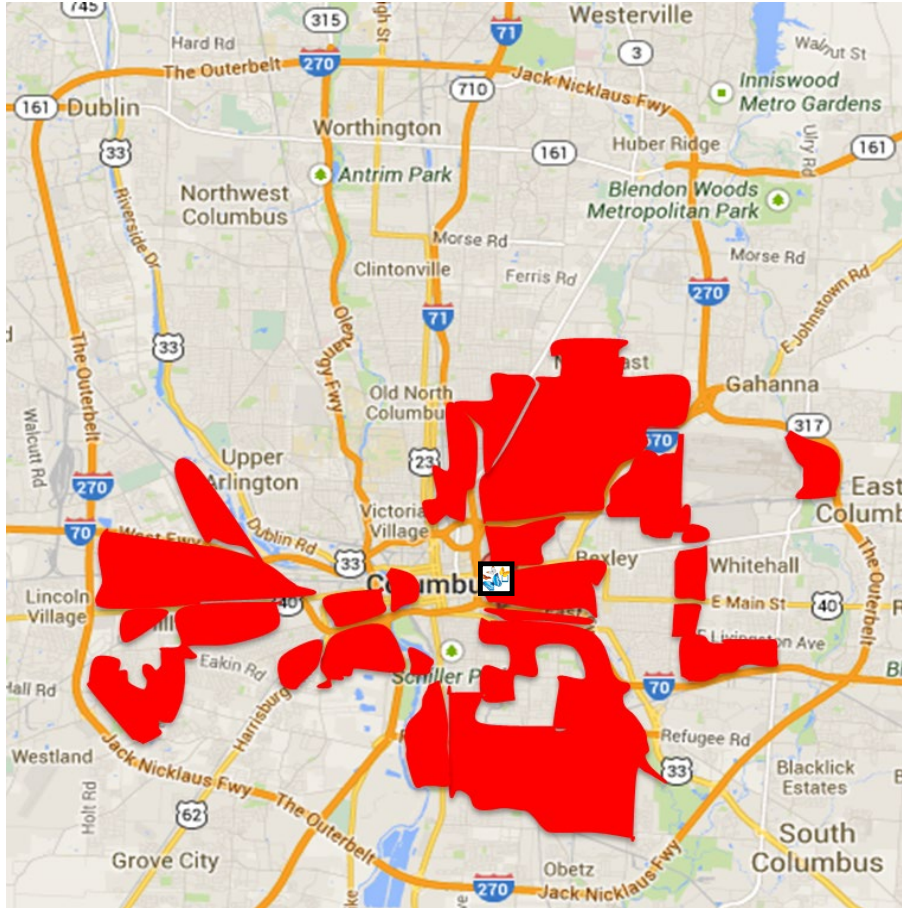


Redlining map of Franklin County (circa. 1936)

Modern interstate highways super-imposed



Franklin County: **Child Opportunity Index Map**



Educational Opportunity

- Student poverty rates in local schools*
- Student math/reading proficiency*
- Early childhood education index*
- High school graduation rates*
- Adult educational attainment*

Health and Environmental Opportunity

- Proximity to health facilities*
- Retail healthy food environment index*
- Proximity to toxic waste sites*
- Volume of nearby toxic release*
- Housing vacancy rates*

Social and Economic Opportunity

- Foreclosure rates*
- Poverty rates*
- Unemployment rates*
- Public assistance rates*
- Proximity to employment*





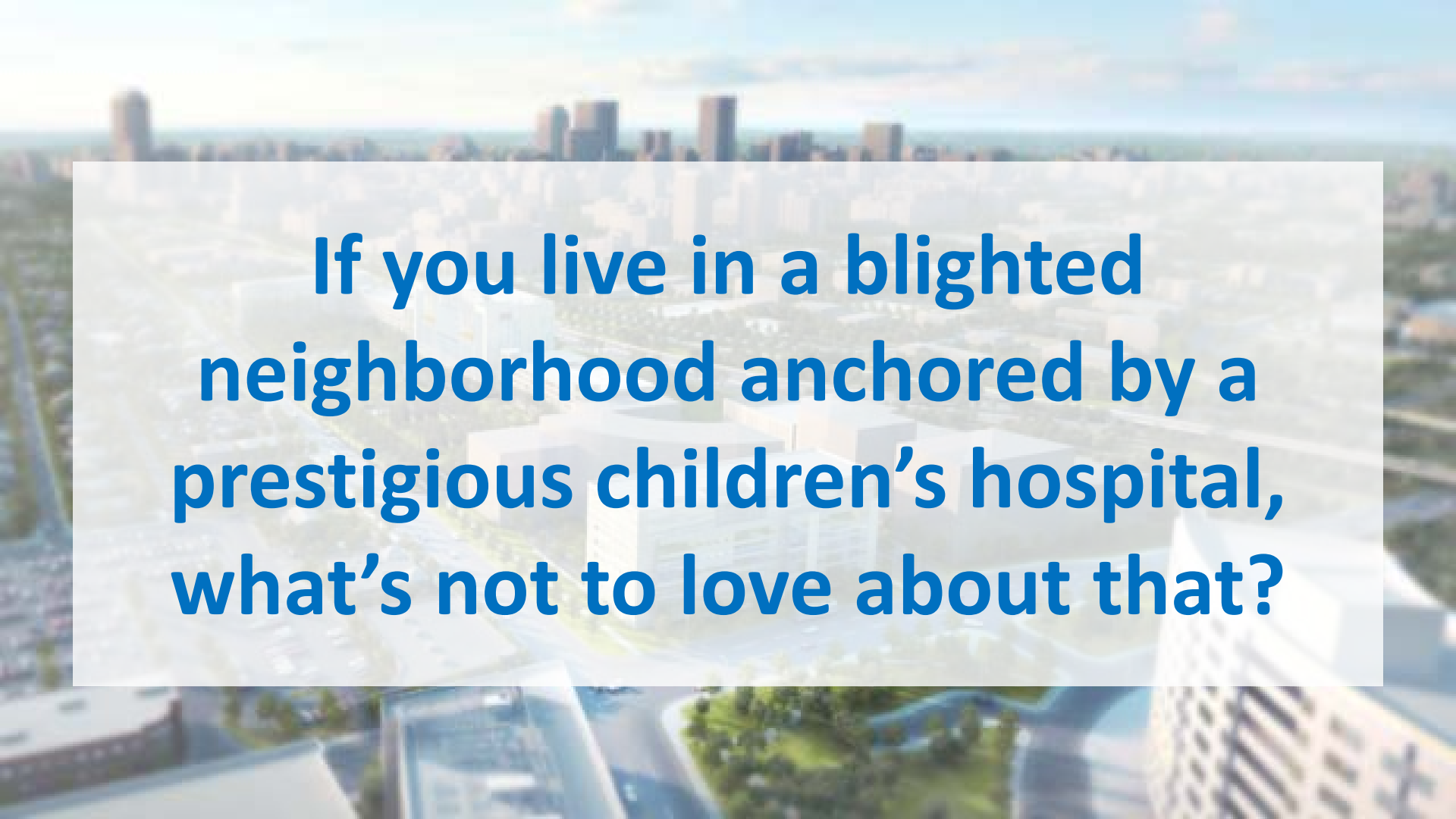
Early 2000s: \$80 million expansion

The single largest children's hospital in America

Mid-2010s: \$730 million expansion

Largest behavioral health hospital in America

One of the largest pediatric research centers in the world

An aerial photograph of a city skyline, likely New York City, with a semi-transparent white text box overlaid in the center. The text is in a bold, blue, sans-serif font. The background shows a dense urban landscape with various buildings and a clear sky.

**If you live in a blighted
neighborhood anchored by a
prestigious children's hospital,
what's not to love about that?**

Please, *DON'T* you
be my neighbor!

Infrastructure

Traffic/Parking

Gentrification

Lack of jobs for local
residents

Lack of investment in
local businesses





Approach to the Unhealthy Child:

Defining Patient Information

Chief Complaint

History of Present Illness

Past Medical History

Physical Exam, Diagnostic Tests

Assessment and Plan



So if by learning to intervene early we can improve outcomes for our patients...



... what would happen if we treated our neighborhood – the people, not the property – as our most important patient?



PEDIATRICS[®]

OFFICIAL JOURNAL OF THE AMERICAN ACADEMY OF PEDIATRICS

The Healthy Neighborhood, Healthy Families Initiative

Kelly Kelleher, MD, MPH,^a Jason Reece, PhD,^b Megan Sandel, MD, MPH^c

Approach to the Unhealthy Neighborhood: Neighborhood Effect Syndrome

Concentrated Poverty

Racial Segregation

Trauma

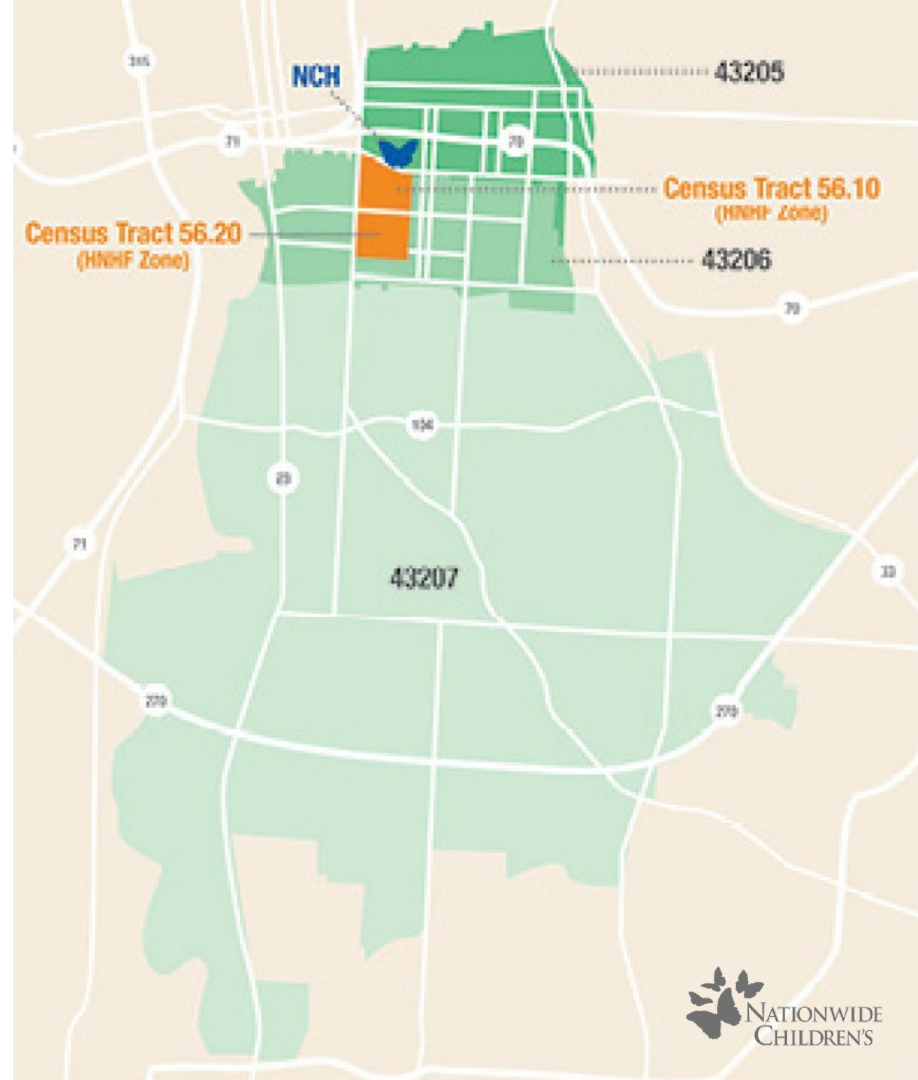
Violence

Environmental Toxins

Low Social Cohesion and Support

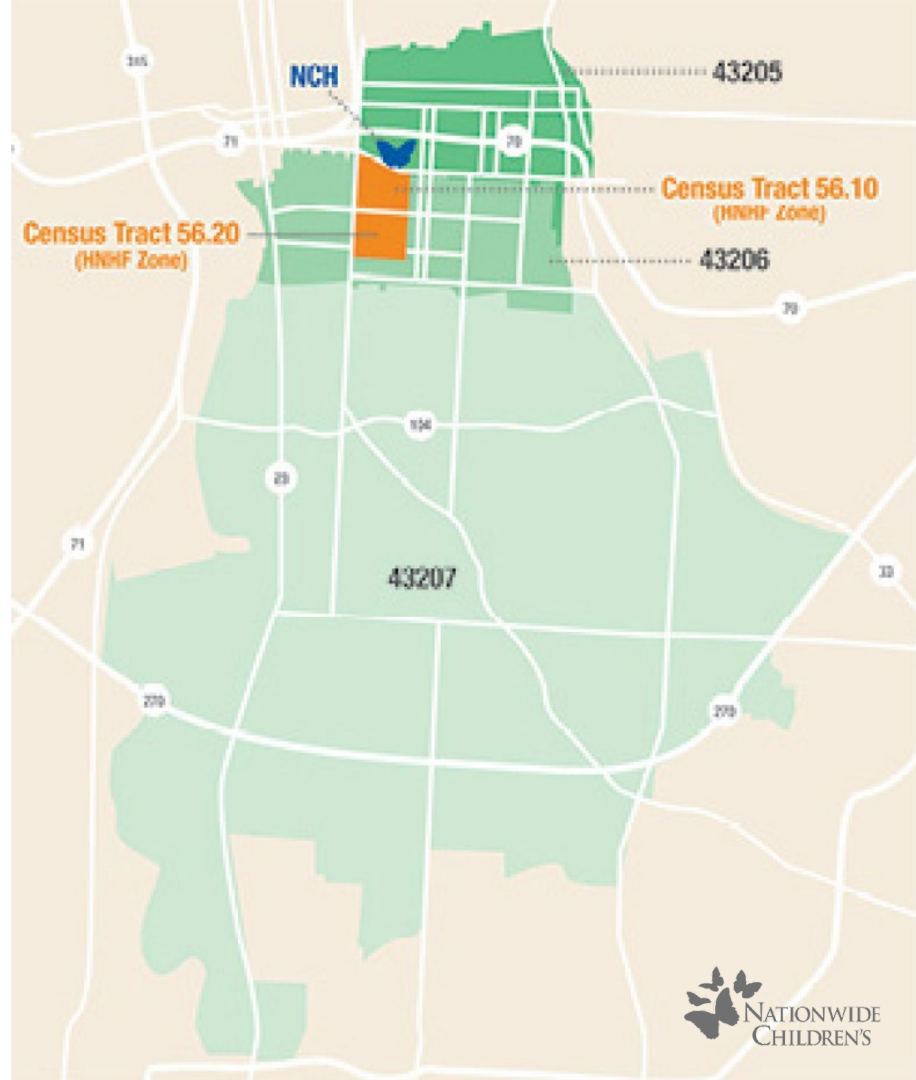
Poorly Performing Schools

- **Southern Orchards was hit hard by housing 2008 housing crisis:**
 - **1 in 4 residents** lived in **poverty**
 - **23%** of the population were **children**
 - **More than half** of residents reported being “housing-cost burdened” (**housing costs > 35% of income**)
 - **1 in 5 homes foreclosed**
 - **1 in 3 homes abandoned**, derelict, or vacant (peak rate)



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- Nationwide Children’s Hospital chose the **Southern Orchards neighborhood** as the target for a community intervention.
 - Proximity & connectivity to the hospital
 - Active neighborhood leadership
 - Political will to address foreclosures.

Kelleher, K., Reece, J., & Sandel, M. (2018). The healthy neighborhood, healthy families initiative. *Pediatrics*, 142(3), e20180261.





theresidences

AT CAREER GATEWAY

755



EDUCATION



**WORKFORCE
DEVELOPMENT**

**HEALTHY NEIGHBORHOODS
HEALTHY FAMILIES**



**SAFE & ACCESSIBLE
NEIGHBORHOODS**

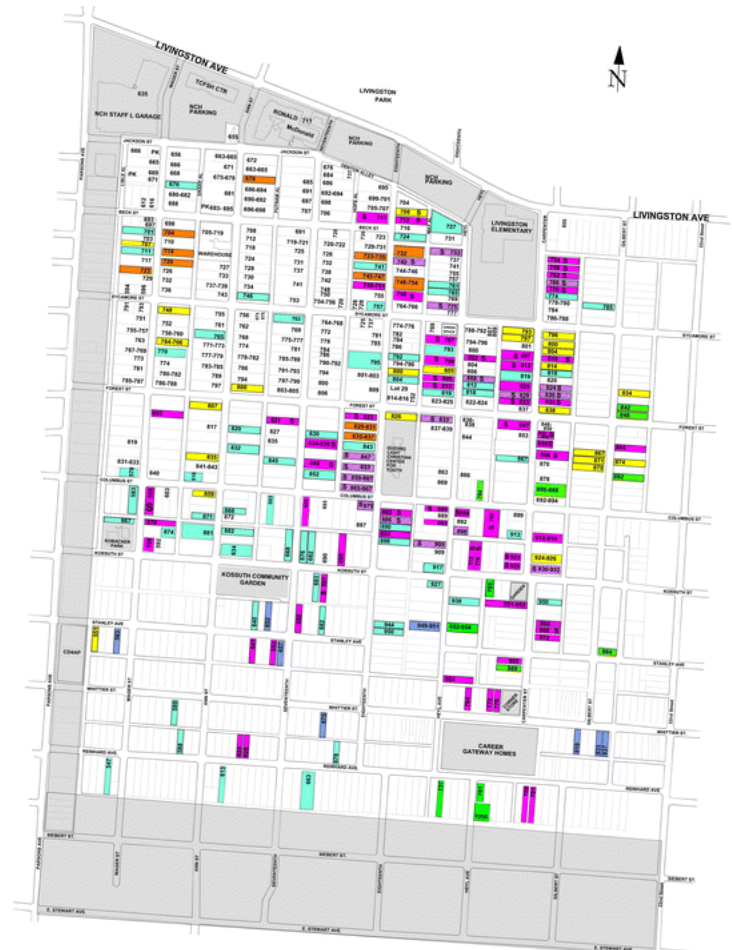


AFFORDABLE HOUSING



HEALTH & WELLNESS

- **Education:**
 - **SPARK Kindergarten Readiness** – monthly educational home visits for 80 children
 - NCH-partnered **mentoring program**
 - **Upward Bound Math and Science** summer camp
- **Safe and Accessible Neighborhoods:**
 - Neighborhood **beautification** and **crime patrol**
 - South Side Leadership Academy
- **Health and Wellness:**
 - **Care Connection** – school-based health services at over a dozen area schools
 - Early childhood classroom consultation and support
- **Affordable Housing:**
 - **Healthy Homes** – More than 350 homes impacted from full renovations to home repair grants
 - Residences at Career Gateway – 58-unit community with on-site career development facilities & training
- **Job Opportunities:**
 - Transitional job model and job fairs
 - **Career Gateway Academy** – FREE job training workshops in community for tenants and South Side residents in 43205, 43206, 43207



Property Description

HMHF HOME RENOVATION	OTHER CDC	PRIVATE INVESTOR
HMHF NSP RENOVATION	CITY OWNED	SOLD PROPERTIES / IN CONTRACT
HMHF HOME REPAIR	TAX FORECLOSURE	PARCEL OUTLINE





An aerial photograph of a river with a dam. The river flows from the top left towards the bottom right. The dam is a large concrete structure with water behind it. The surrounding area is lush green forest. There are some buildings and roads visible near the dam.

Challenges to engineering upstream solutions:

Clinical

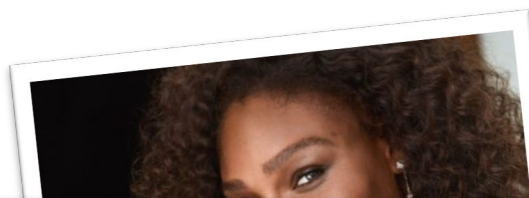
Operational

Financial

Ethical

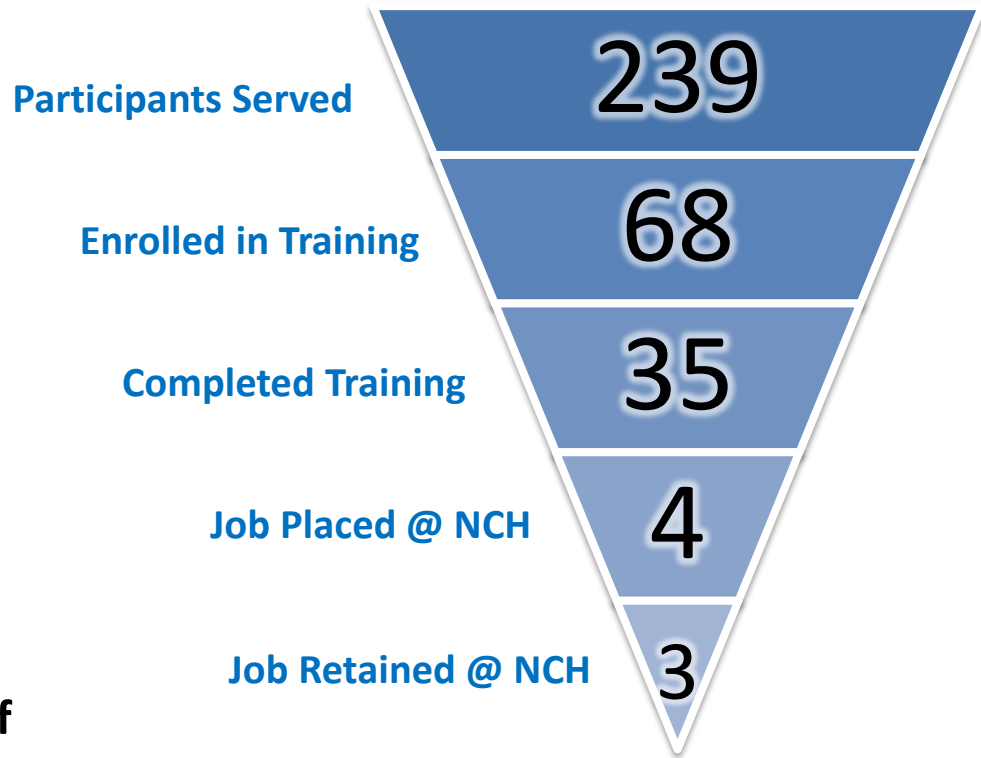
CLINICAL CHALLENGES:

- **Building trust, overcoming history, and setting expectations:**
 - The **legacy of injustice and discrimination:** what's old is now new, again
- **Accessibility:**
 - **Proximity ≠ access**
- **Duplication of services:**
 - Other organizations are working in the same spaces, but **are we coordinating our efforts?**
 - E.g. school-based health services
- **Value of services provided:**
 - **Value is deeply personal**
 - **Rural vs. urban** value divide



OPERATIONAL CHALLENGES:

- **Who are we serving exactly?**
 - Developing a **customer and community service approach**
- **Teaching the culture...**
- **How will we measure success?**
 - **What are we measuring?**
- **Are our metrics aligned well with the expectations of the community?**
 - **Anchor = “retained employee, 3+ years”**
 - **Client #1 = “a full-time job”**
 - **Client #2 = “\$100 to survive this month”**
- **Creating a system that talks with itself**
 - Full integration = community engagement team, hiring managers, and supervisors/program directors



FINANCIAL CHALLENGES:

- **Fee-for-service model¹:**
 - **Reverse-alignment of incentives** for population health
- **Capitation model¹:**
 - Medicaid offers new incentives for population health, but **delayed return on investment**
- **Competition for resources:**
 - Population-health initiatives often compete for **scarce* resources**
- **Fair and equitable hiring practices:**
 - Often **institutional decisions** are responsible for **determining who takes advantage** of economic opportunity
- **Local financial impact (e.g. buying from local business):**
 - The promised economic impact often **doesn't live up to the hype**

**scarcity is in the eye of the beholder...*



1. Garg, A., Homer, C. J., & Dworkin, P. H. (2019). Addressing Social Determinants of Health: Challenges and Opportunities in a Value-Based Model. *Pediatrics*.

Partners For Kids Flow of Funds

Partners For Kids receives funds for each child in the program for the child's medical care.



Nationwide Children's Hospital began assuming the risk for children on Medicaid in 2002, and expanded the program in 2008 to include 300,000 children in the community.

ETHICAL CHALLENGES:

- **Balancing institutional expertise with community expertise:**
 - Solutions to adverse community health conditions **must not be paternalistic**
 - Coming alongside, **leading from behind**
- **Improving community infrastructure while avoiding gentrification:**
 - **HNHF has a complex formula** that includes 1) balance of properties for sale and rent, 2) and plans for sale of future housing stock
- **The “community elder conundrum” – cultivating a steady supply of well-equipped community leaders:**
 - “What do we do when Mr. Tony leaves?”
 - **Neighborhood Leadership Academy**





 YALE-NEW HAVEN HOSPITAL

Case Study – A Tale of Two Cities:
Yale New Haven Hospital

A tarnished hospital tries to win back trust

Yale New Haven Hospital, once reviled for hounding low-income patients for money, wants to be a model for community outreach.

By DAN DIAMOND | 12/31/2017 07:43 AM EST

- **Article: 12/31/2017**
- **Hospital leaders struggled to rebuild trust with the community:**
 - Yale New Haven Hospital **dominates the economic landscape** of an impoverished community
 - Several years of **un-realized promises** regarding **economic investment** and **job opportunities** within the community
 - Community elected leaders often **hesitate to criticize** such a powerful community entity



A tarnished hospital tries to win back trust

Yale New Haven Hospital, once reviled for hounding low-income patients for money, wants to be a model for community outreach.

By DAN DIAMOND | 12/31/2017 07:43 AM EST

- **Yale New Haven Hospital worked hard to restore the trust:**
 - **Significant investments** in Habitat for Humanity and other organizations
 - **\$2 million New Haven Promise** – college scholarship for qualifying student-residents
 - Increased **publicity of community benefit**
 - \$500,000 for in **homelessness initiatives**
- **Community leaders touted efforts as big steps toward improving trust and community impact**



2017 Foster G. McGaw Prize American Hospital Association

“Yale New Haven Hospital is passionate about public health. Beyond providing excellent care to their diverse communities, they see and nurture the connection between health and a stable neighborhood, good jobs, and home ownership.”

- Nurturing Healthy Kids
- Educational Opportunities
- Revitalizing Neighborhoods
- Homelessness
- Working with local recruiters



Yale Slammed On Local Hiring Promise

by CHRISTOPHER PEAK | Feb 22, 2019 8:58 am

- Yale is receiving **renewed criticism** this year from residents regarding **perceived broken promises to the community**:
 - 2015: Yale promised to hire 500 residents from “neighborhoods of need” over 3 years
 - During a city council meeting in February, **report of 2590 new community jobs dramatically fell to 273** when numbers were reassessed.
 - Community members openly argued the numbers of new hires, challenged what jobs were being included in the final tally (e.g. full-time versus temporary)

Yale Slammed On Local Hiring Promise

by CHRISTOPHER PEAK | Feb 22, 2019 8:58 am

*“What Yale actually owes the city is the hundreds of millions in taxes they owe. As it’s structured now, **New Haven is paying for Yale to be here, not the other way around.**”*

-- Lorna Chitty, Yale Student, Ward Co-chair



Lessons to learn and pitfalls to avoid:

Anchor institutions can be motivated to make population-level impact within communities

Investing in neighborhoods produces **returns on investment beyond financial**, but it often takes time to see the return

Community engagement at every step is vital to the success of upstream programs and initiatives

Truly sustainable upstream population health work is **community-driven** and **community-led**

Measurable impact is key to proving value to the community

Maintained presence develops trust

A nighttime photograph of a city skyline, likely New York City, with various skyscrapers illuminated. The scene is reflected in water in the foreground. A semi-transparent white rectangular box is overlaid in the center, containing the text "Nothing about us, without us." in a dark blue, bold, sans-serif font.

“Nothing about us, without us.”

Acknowledgements:

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