

Innovative Community Investment Strategies:

The Current State Of Practice
& A Vision For Greater Implementation In
Southern California

June 30, 2020



Agenda



Opening Remarks

George Greene, CEO

Hospital Association of
Southern California



Report & Recommendations

Bill Sadler,

Public Health Alliance of
Southern California



Best Practices

Colleen Flynn,

Build Healthy Places Network

Thomas Yee,

Center for Community Investment



Overview of Report & Recommendations

Partnerships between hospitals and health systems, public health and community development sectors and community-based organizations represent a major opportunity to significantly improve the health of neighborhoods and the people who live in them.



RESEARCH REPORT

INNOVATIVE COMMUNITY INVESTMENT STRATEGIES: THE CURRENT STATE OF PRACTICE AND A VISION FOR GREATER IMPLEMENTATION IN SOUTHERN CALIFORNIA



JUNE 2020

Why Did We Produce This Report?

Interest in community investment strategies by the health care, public health & community development sectors

Desire for greater exploration and implementation in Southern California



Lack of comprehensive inventory of strategies and best practices

Innovative Community Investment Strategies



Investments in prevention and the social determinants of health that improve community conditions



Building and leveraging partnerships between sectors



Utilizing non-traditional funding sources and strategies



Aligning and optimizing limited resources and thinking creatively to fund community health needs

Investment Strategies Examples



Blending & Braiding Funding

Accountable Communities for Health

Structured Funds

Community Development Financing Institutions

Anchor Institutions

Procurement Practices

**Social Impact Investment and Pay For Success
Strategies**

Opportunity Zones

Medicaid Demonstration Waivers

Program-Related Investments

Example: Racism Is A Health Crisis



Anchor Institutions

Services

Hiring Programs

Community Investments

Pharmacies & Groceries

Restoration and Rebuilding

Listening

Models

Cherished Futures

Chicago Healthcare Institutions

Community Investments Examples



Affordable housing

Local hiring and procurement

Access to safe, convenient transportation options

Healthy food options

Childcare & early childhood education facilities

Federally Qualified Health Care Centers

Workforce development and training

Parks and recreation

Arts and culture opportunities

Small business creation, growth, and retention

Renewable energy and energy efficiency

Report Methodology

120+

Literature Review

52

Place-Based
Initiatives Inventory

25+

Key Informant
Interviews

Key Findings



Momentum Increasing



Most literature focused on case making



Backbone organization is needed to ensure long-term sustainability



Philanthropy is key funder of partnerships & investments



Emerging evidence of organizational realignments of priorities and resources across sectors.



Partners are working to address common investment challenges in creative ways

The Importance of Partnerships

Building partnerships between sectors is important 1st step

Executive-level champions are key

Partnerships can still be siloed

Community engagement is often overlooked



Several multi-sector partnerships have emerged as early adopters and leaders

Knowledge building between sectors is needed

• Public health is often missing

The Important Role for Public Health

Partner building with key sectors

Advising on selection of interventions, investments, & sites

Providing data & health info on community needs and inequities

Supporting wrap-around services

Aligning departmental resources

Bringing a Health in All Policies approach

Aligning with Community Health Assessments & Improvement Plans, etc.

Assisting with community engagement

Insight on government investment areas, where appropriate



Important Role of Hospitals & Health Care

Providing capital investments like pre-development loans, bridge loans, revolving loan funds, scholarships, low-interest loans or financing

Using an anchor institution strategy in supporting the community health needs of surrounding neighborhood

Donating, leasing, or offering joint use of hospital-owned land



Expanding community benefit dollars to address the social determinants of health

Aligning investments with resources provided by multi-sector partners

Becoming a formal & active participant in multi-sector efforts

Important Role of Community Developm

Identifying community cross-sector partners that have a stake in improving the lives of the populations they serve.

Determining the readiness of other sectors to participate in a collaboration

Coordinating place-based investments with hospitals and health systems, public health departments, and others



Performing a landscape assessment of potential partners

Leveraging community development assets, through direct investments or as part of a planning or health needs assessment process

Creating a “Partnership Road Map” to collaboration identify opportunities

The Best Investment Strategy?

There is no “one-size-fits-all” approach or magic bullet

Dependent on:

- **Partners at the table**
- **Capital and resources available**
- **Leadership buy-in and commitment**
- **Political environment**
- **Other factors unique to each partnership and community**

Data Sharing

Common challenge shared by partners in these efforts

Legal advice often needed to navigate data sharing challenges

Publicly accessible mapping tools such as the CA Healthy Places Index for accessing social determinants of health data across geographies



Needs to be addressed early in partnerships

Philanthropy playing strong role in data sharing collaboration

Data information exchanges emerging

Clearinghouses exist to collect sample data sharing agreements, but the process is not uniform

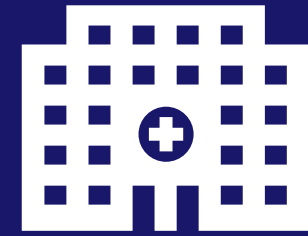
Recommendations



Building partnerships is essential first step. Time should be initially devoted to matchmaking



In the early adoption phase, partners should be patient, flexible and open to experimentation



Public health departments should be core partners in all innovative community investment strategies



Hospital leadership could play a stronger role in championing innovative community investment strategies in Southern California



The community development sector in Southern California should strategically partner with the health care and public health sectors



Each sector should think outside their traditional funding mechanisms and explore greater alignment with resources in other sectors

Recommendations



Conduct a landscape analysis of funding sources to identify potential community investment mechanisms



Community investments should support multiple social determinants of health



Evaluation measures should go beyond ROI and include health and equity outcomes



Overcoming data sharing challenges is paramount to success and examining ROI



Be aware of unintended consequences and be proactive in addressing them



State policies should enable and potentially fund local innovative financing strategies

Conclusion



- This an area of incredible interest and opportunity
- Taking time to build multi-sector partnerships is essential

- There is no magic bullet or singular approach: there are many models to explore, and flexibility in what types of investments are made in the community
- The public health and health care sectors have a significant opportunity to explore these innovative strategies more intentionally and strategically

Explore More!

Appendix A:
Literature Review Matrix

Appendix B:
Place-Based Initiatives Inventory

Check out the report website
phasocal.org

INITIATIVE	CONVENER/SOURCE OF INFORMATION	FUNDER	YEAR(S)	DESCRIPTION	SITES
Housing For Good Funders Collaborative	United Way LA, LA Chamber of Commerce	Multiple – see full list here	2014 - present	<p>This funders collaborative is bringing together philanthropy, private sector and public agencies to work on reducing homelessness and build supportive housing in Los Angeles County, leveraging the dollars from Measure H (LA County) and Measure HHH (City of LA) sales taxes dedicated to reducing homelessness.</p> <p>Their goals are:</p> <ul style="list-style-type: none">• Align and pool funding in order to match and multiply investments• Maximize the impact of all funding by braiding public and private investments to enable innovative and responsive but sustainable solutions• Establish community-informed funding priorities among members to drive large-scale change• Build platforms and tools that help promote partnership and shared actions	Los Angeles County, CA
Mayors and CEOs for US Housing Investment	National League of Cities, Holland and Knight	Kaiser Permanente, GHC Housing Partners, Sutter Health, American Mayors Association, LA Community College, League of California Cities, AirBnB	2018 - present	<p>This coalition has come together to support greater investments in affordable housing and reducing homelessness. Mayors and CEOs from across the U.S. have signed on to their principles, including LA and San Diego. KP is one of the funders.</p> <p>“As a public-private partnership, this coalition will send a powerful message that investing in new and existing housing programs benefits all of us. Together, we can help give a voice to our neighbors served by these programs and remind Congress and federal officials that helping hard working people creates strong, safe communities.”</p>	SoCal Mayors include Los Angeles and Mayors and CEOs here
Be Well OC	Be Well OC	Mental Health Services Act	2018 - present	<p>Several major hospital systems in Orange County, California (Kaiser Permanente, St. Joseph Hoag Health) came together with a health plan (CalOptima) and several faith-based, government, academic and private sector organizations to form Be Well OC, and work collaboratively to address mental health in Orange County. In 2019, they received a \$16.6M grant to fund a new Regional Mental Health and Wellness Campus.</p>	Orange County, CA

Thank you!



CONNECT WITH THE ALLIANCE

Bsadler@PHI.org

PHASoCal.org | HealthyPlacesIndex.org

THANKS TO OUR FUNDERS

The California Endowment | Blue Shield of California Foundation

Presentation for Innovative Community Investment Strategies



Build Healthy
Places Network

June 30, 2020

Build Healthy Places Network

Our Mission: To shift the way organizations work across the health, community development, and finance sectors to collectively advance equity, reduce poverty, and improve health in neighborhoods across the United States.

We are a program of the Oakland-based Public Health Institute. Organizations and leaders across sectors turn to BHPN for thought leadership, guidance, and support in advancing cross-sector partnerships that more effectively invest in neighborhoods, address SDOH, and improve health.



Engage



Educate



Synthesize

First of Its Kind Service Providers

- Connecting community development financial institutions (CDFIs), community development corporations (CDCs), social service and health organizations
- Connecting investors to SDOH opportunities

Specialties

- Mapping, connecting to, and building on **existing** cross-sector initiatives
- **Making the case** for cross-sector partnership
- **Fostering and managing** meaningful connections between community development and healthcare organizations that are mission-aligned
- **Convening** and **training** community development and health leaders for project development and co-investment strategies.



Principles for Building Healthy and Prosperous Communities



Principle 1:

Collaborate with the community



Principle 2:

Embed equity



Principle 3:

Mobilize across sectors



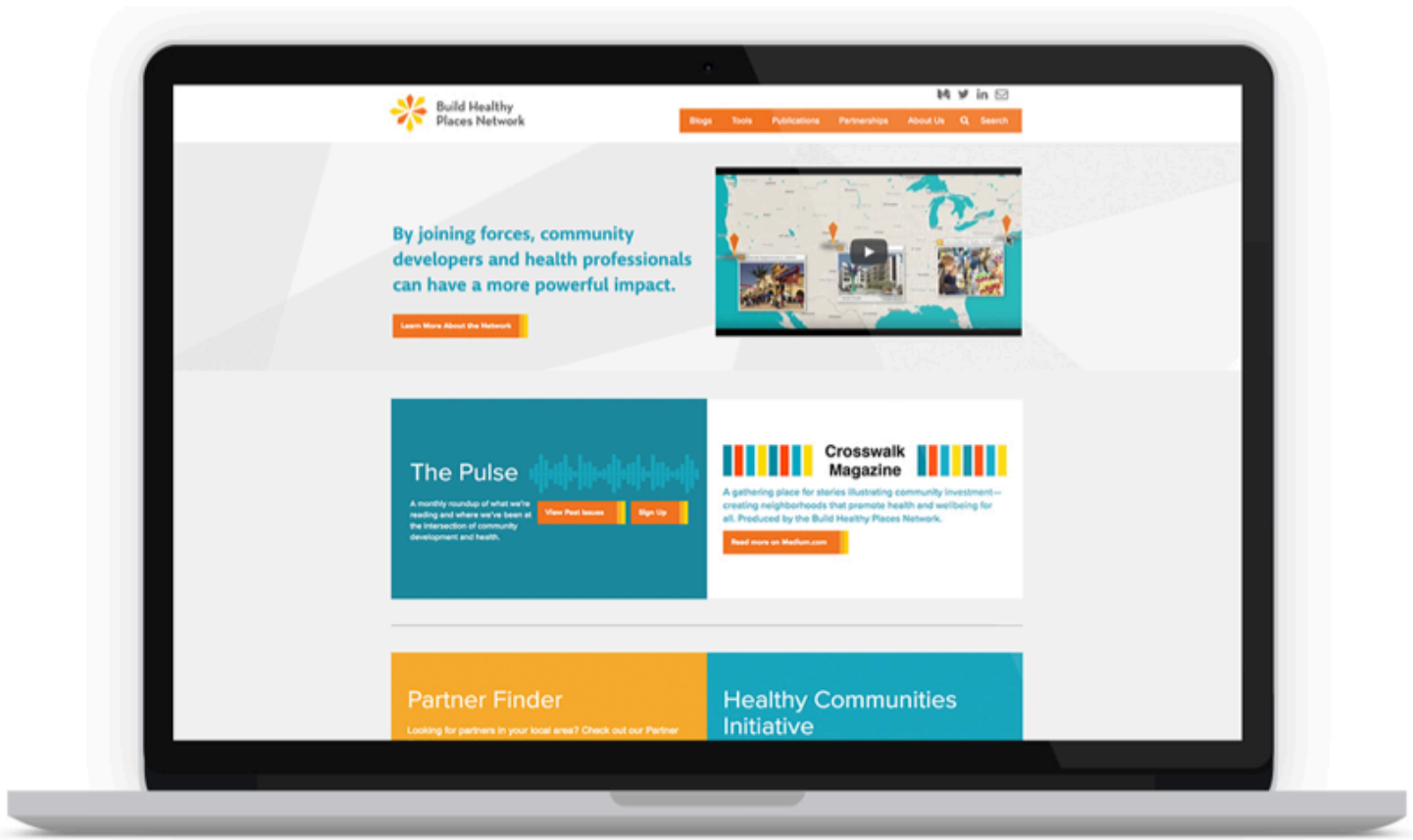
Principle 4:

Increase prosperity to improve health



Principle 5:

Commit over the long term



www.BuildHealthyPlaces.org

 @BHPNetwork

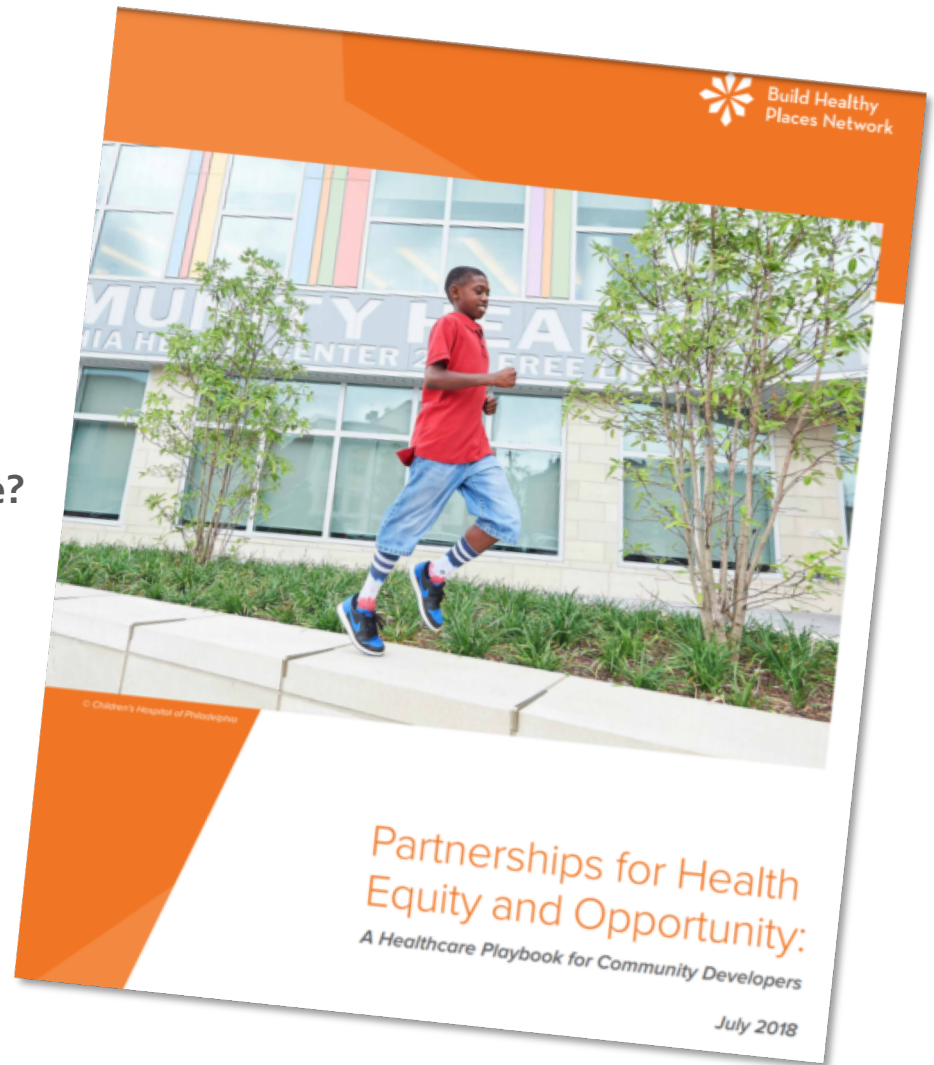


What range of opportunities
for partnership exist?



THE PLAYBOOK

- Who are the players, and what are their motivations and offerings?
- What do partnerships currently look like?
- How do partnerships develop?
- What are the barriers to partnership?





Community Development

Community Development is in the ZIP Code improvement business - a **\$200 billion sector investing in Social Determinants of Health** in low-income neighborhoods

The ***Community Reinvestment Act*** (CRA) was passed in 1977 as the anti-redlining federal law requiring all banks to meet the depository needs of low-income communities.

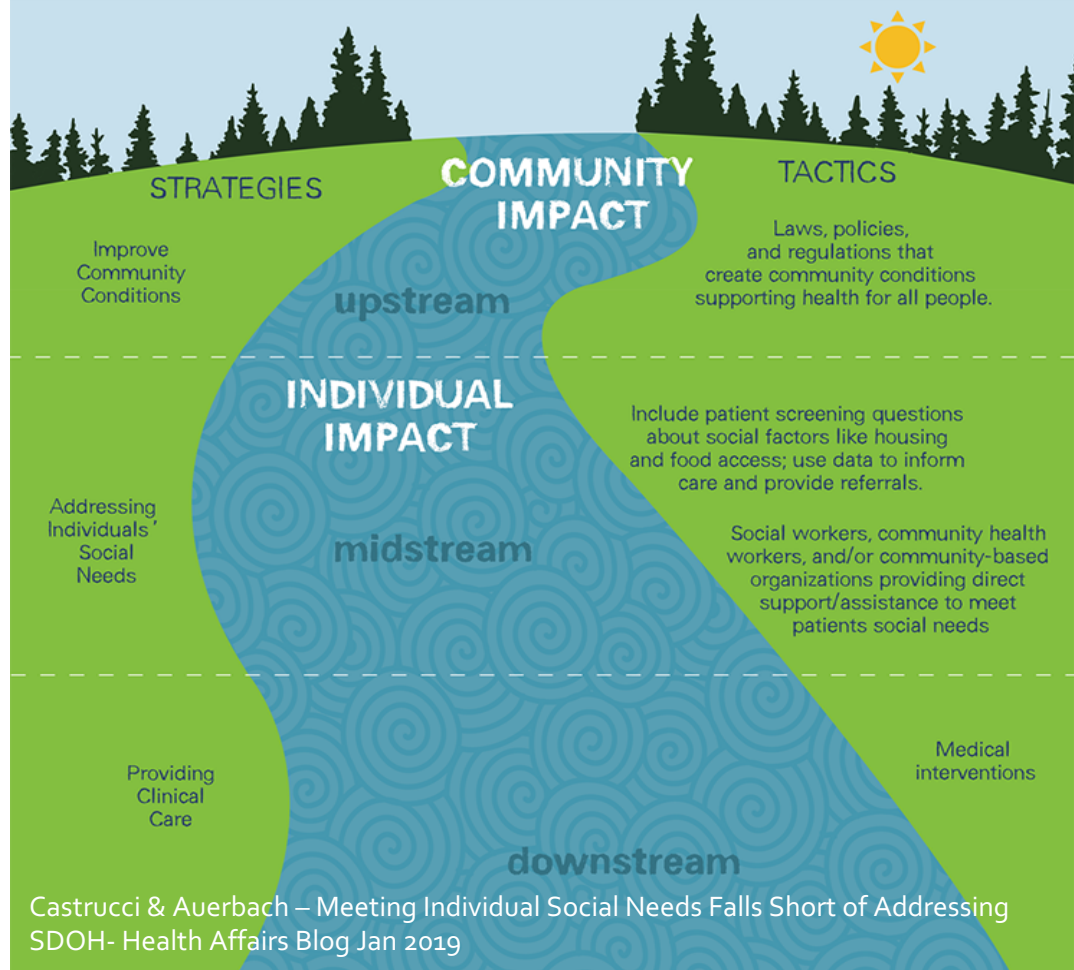
Community Development Corporations (CDCs) - not to be confused with The CDC in Atlanta - are nonprofit affordable housing developers and community-based nonprofits that invest in neighborhood revitalization. About 5,000 of these local CDCs exist across the country

Community Development Financial Institutions (CDFIs) are private mission-oriented banks 100% dedicated to delivering responsible, affordable lending to help low-income people and communities. There are approximately 1,000 government certified CDFIs in the US.



SOCIAL DETERMINANTS AND SOCIAL NEEDS: MOVING BEYOND MIDSTREAM

- **Social Needs** intervenes at the Individual Level
- **Social Determinants** act at a community level.
- **Both** are important





Range of Partnership Opportunities between Community Development and Health

<i>Thought Leadership/ Advocacy</i>	<i>Community Benefit/Grants</i>	<i>Programs, Services and Social Enterprises</i>	<i>Co-location</i>
<i>Community Health Needs Assessments</i>	<i>Data Sharing</i>	<i>Investments</i>	<i>Land Swap or Property Donation</i>

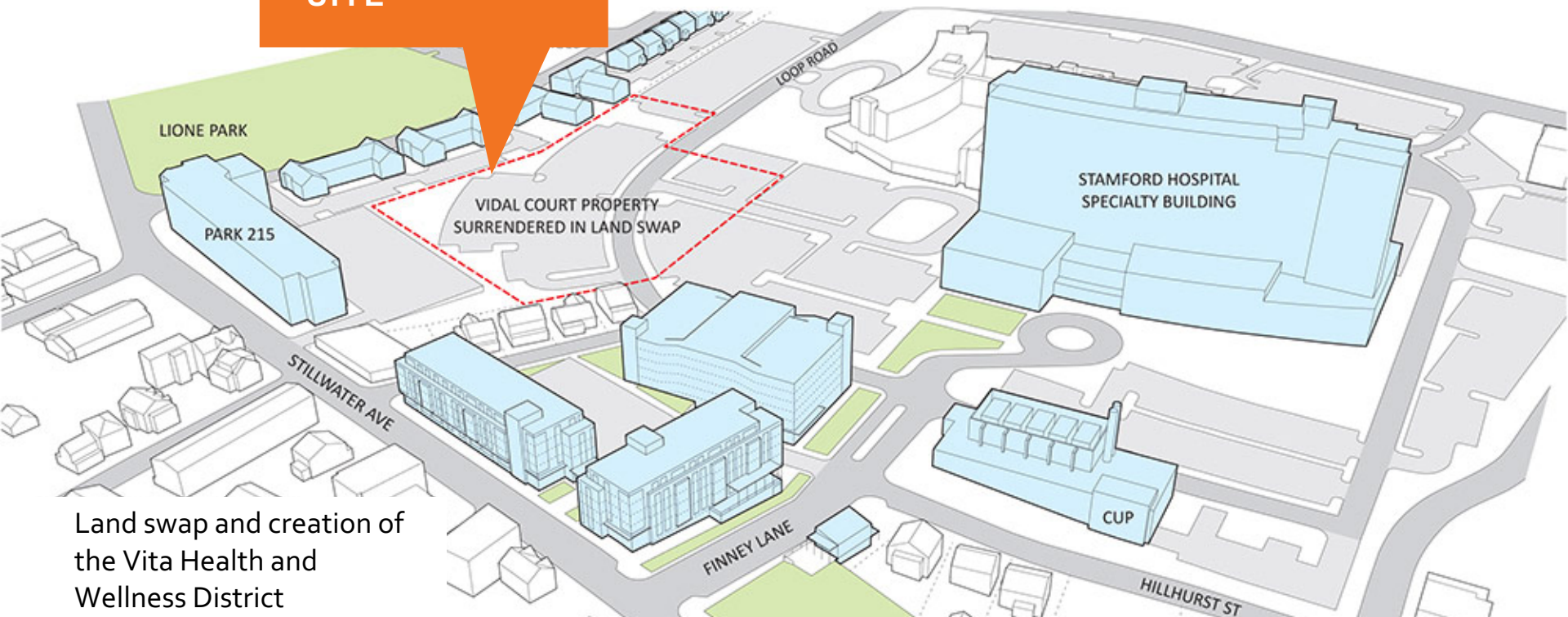
This builds off of Build Healthy Places Network's report:
Partnerships for Health Equity and Opportunity: A Healthcare Playbook for Community Developers.



58 affordable apartments and
2,500 sq ft job training center



**LAND SWAP
SITE**



Land swap and creation of the Vita Health and Wellness District



PROMEDICA *LISC*

March 2018, Toledo, Ohio
ProMedica & LISC launch \$45M partnership



Chicago and Cook County Flexible Housing Pool



- Supports a comprehensive housing system for homeless who are high users of services.
- Created by two public hospitals , city and county offices, the Chicago Housing Authority and several private-sector and philanthropic orgs
- Chicago Department of Public Health provides critical advisory support
- \$8 million with a goal of \$12 million
- Funds \$1,000/month housing subsidy and in-depth wraparound support services

Network Project



Healthy Neighborhood Investments

- Promotes community development and healthcare partnerships as the go-to sustainable model in California for addressing the social determinants of health (SDOH) in low income communities and communities of color.
- Communities: Stockton, City of San Bernardino and Coachella Valley
- Scan of federal, state and local policies that influence, positively or negatively, cross-sector partnerships between community development and health
- Supported by Blue Shield of California Foundation



Build Healthy
Places Network

Thank you!

Colleen Flynn, Director of National Programs cflynn@buildhealthyplaces.org



Center for
Community
Investment



LINCOLN INSTITUTE
OF LAND POLICY

Innovative Community Investment Strategies

Thomas Yee
Advisor, Community Investment
Center for Community Investment
tyee@centerforcommunityinvestment.org

June 30, 2020

The Opportunity Ahead of Us

- **The well-being of our communities is tied to how we invest in them**
- COVID-19 will disproportionately harm those who are the most vulnerable to extreme financial challenges and housing insecurity
- This current moment has also underlined that **housing is a fundamental need that is deeply intertwined with health outcomes**
- Hospitals and health systems have been and are still taking action to invest more of their assets into communities



Strengthening the Community Investment System



Focusing on the **community investment system**—examining who is or could be involved, pooling resources and batching deals to create efficiencies—can reduce transaction costs and increase the scale and impact of investment

Accelerating Investments for Healthy Communities

Goals:

- Help communities articulate and meet their affordable housing priorities
- Deepen and accelerate investment by health systems in affordable housing
- Help hospitals and health systems achieve their full potential as actors in the community investment system

Participants & Focus Regions

	Baltimore, MD Cincinnati, OH
	Boston, MA (Roxbury & Dorchester neighborhoods)
	San Bernardino, CA
	Prince George's & Montgomery Counties, MD
	Columbus, OH
	Pittsburgh, PA

Using Investment to Achieve Social Ends

The scale of transformation needed in communities can't be achieved through grants alone.

Tapping investment capital means:

- More dollars can flow to making the changes we want to see
- Precious grant dollars can be saved for things that cannot be funded in other ways
- More strategies can be used to solve the problems we care about

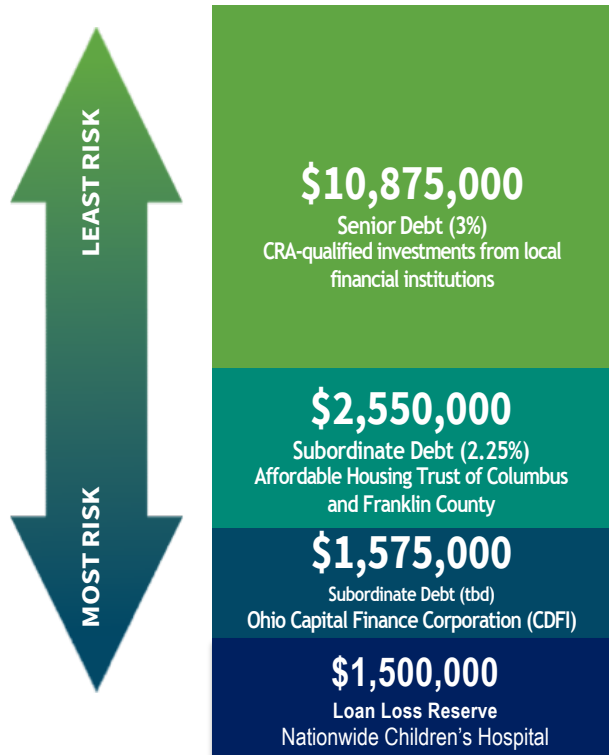
Expense	Investment
Salaries	Buildings
Food banks	Grocery stores
Housing vouchers	Affordable housing units
Workforce training	Loans to small businesses
Transit passes	Transit system buildout
Childcare subsidies	Early childhood centers



Approach in Action



South Side Renaissance Fund



Arrowhead Grove in San Bernardino, CA

Lessons Learned

- **Form a Cross-Disciplinary Team**
 - Investing upstream benefits from the multiple perspectives of a cross-disciplinary team (internally and externally)
- **Develop a systems view**
 - Get beyond individual transactions to see the ecosystem
- **Seek Leverage**
 - Health systems can magnify their impact by deploying grants and loans strategically to foster investment by others
- **Harness Diverse Assets**
 - Systems can tap a variety of assets to facilitate upstream investment (land, resources, expertise, data)
- **Forge Partnerships**
 - Hospitals and health systems don't have to work upstream alone; a range of partners can improve community health

Approach in Action: Purple Line Corridor (Prince George's County, Maryland)

Major transit investment in Prince George's County, Maryland, threatens to displace existing Latinx communities as land values rise. Looking at the pipeline and enabling environment together built urgency and helped the AIHC team prioritize helping the County implement its Right of First Refusal for the first time. Now the team is considering financing options for expediting pipeline execution.



Learn More

Access the resources on our website:
centerforcommunityinvestment.org

Contact:
Thomas Yee
Advisor, Community Investment
tyee@centerforcommunityinvestment.org



UPSTREAM ALL THE WAY

Why Pioneering Health Institutions are Investing Upstream to Improve Community Health

For generations, hospitals have cared for people who are sick. Today, as we have come to understand the importance of **social determinants** in shaping health outcomes, hospitals are increasingly redefining their business from providing health care to ensuring the health of the communities they serve. Some are stepping outside the walls of their institutions and reducing barriers to accessing care by providing medical services in locations such as school-based clinics. Some are screening for social determinants during patient visits to understand how the availability of housing, transportation, education, healthy foods, and safe places to play create opportunities and/or challenges to better health.

Others are thinking even bigger and investing in their communities to improve health outcomes by financing small businesses, affordable housing, grocery stores, and other environmental drivers of wellness. By doing so, we have found, health systems can benefit not only their communities, but themselves.

The Social Determinants of Health

The social determinants of health are the social, economic, and physical conditions where people live, work, play and age. A well-established body of research illustrates that these factors significantly impact how well and how long people live.

To learn more, visit:
www.cdc.gov/socialdeterminants

