

Accelerating Investments for Healthy Communities



Center for
Community
Investment

Initiative Goal: Deepen and accelerate investment by health systems in upstream determinants of health in low-income communities; light the path for others by working with pioneers.

Program Design: Intensive, two-year initiative designed to help teams, made up of health institutions representing a mix of hospital types (faith-based, safety net, academic, children's; network vs. local) and their community partners, deploy assets to address social determinants. Primary focus is on affordable housing as the basis for investment in community health.

Participating Institution	Focus Region
Bon Secours Mercy Health System	Baltimore, MD Cincinnati, OH
Boston Medical Center	Boston, MA (Roxbury & Dorchester neighborhoods)
Dignity Health	San Bernardino, CA
Kaiser Permanente	Purple Line Corridor, Prince George's/Montgomery Counties, MD
Nationwide Children's Hospital	Columbus, OH
UPMC	Pittsburgh, PA



Health System Motivations for Investing Upstream

Even within the same institution, motivations to invest in social determinants of health vary

- 1. Mission:** Foster healthier communities
- 2. Institutional self-interest:** Ensure that reputation and relationships with the community and the public sector position the institution to gain needed approvals, preserve tax-exempt status, and win contracts
- 3. Competitiveness:** Improve vibrancy of the surrounding community in order to strengthen the institution's ability to attract and retain patients and staff
- 4. Strategy:** Gain experience with strategies that reduce costs and improve outcomes as preparation for payment shifts from volume to value ("skate where the puck is going")
- 5. Financial returns:** Generate positive ROI
- 6. Compliance:** Meet requirements, avoid penalties (e.g. for readmissions)

Health Systems Invest in a Range of Housing Types

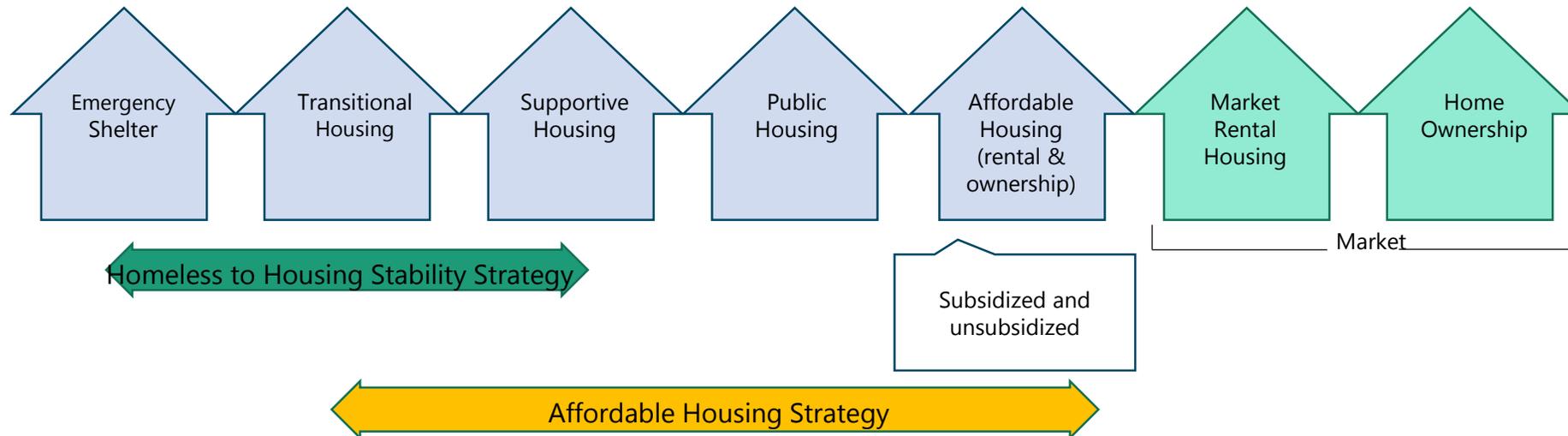
Target Populations:

People with disabilities, behavioral health issues

Low-income seniors

Low-income adults and families

Workforce



Health Systems Employ Diverse Approaches

■ **Paradigm: Population health vs. community health**

Focus on reducing costs for patients/plan members, especially super-utilizers vs. improving health outcomes broadly

■ **Assets:**

- Grants: Leverage community benefit dollars or gifts as credit enhancement to unlock capital from banks and other investors
- Investments: Provide debt or equity from insurance reserves, endowments, or pensions as investments in projects, developers, CDFIs or funds
- Guarantees: Use balance sheet or master leases to reduce risk
- Land: Donate, swap or lease excess land at below-market rates
- Expertise and influence: Deploy skills/relationships in real estate development; communications/marketing; structuring deals and investments; fund-raising; advocacy and government relations to advance affordable housing

■ **Partnerships:**

Join forces with residents and community groups, affordable housing developers, Community Development Financial Institutions, foundations, elected officials and public agencies, foundations, banks

Building Capacity to Invest Upstream

Successful health system investment in affordable housing requires not only action by health institutions, but also the existence (or creation) of threshold conditions in the community:

Health System:

Leadership buy-in: Institutional leadership (board, CEO) must recognize the value of acting upstream and authorize necessary staffing and resources

Goals: Health system must formulate a coherent enough set of goals to begin to explore/prioritize investment options

Partners: Health system needs to identify and build trust with partners that can develop, finance and manage deals that result in desired impacts and avoid unintended consequences

Capacity: Health system needs capacity to review/act on investments

Community:

Voice: Channels for expression of community voice must exist

Pipeline: Local community investment system must be robust enough to produce an investable pipeline OR health system must be willing/able to convene stakeholders to generate an initial batch of investable opportunities

Platform: Local ecosystem needs a collaborative platform to improve the enabling environment, identifying/advocating for policies and practices that foster community health and create funding sources to support investment

To Learn More:

See the resources on our website at:
www.centerforcommunityinvestment.org

Or contact Robin Hacke at:
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Improving Community Health by Strengthening Community Investment

Roles for Hospitals and Health Systems



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