



*Strategies to Achieve Alignment, Collaboration, and Synergy across
Delivery and Financing Systems*

**Testing a Shared Decision-Making Model for Health and
Social Service Delivery in East Harlem**

*Research In Progress Webinar
Wednesday, April 25, 2018
12:00-1:00 pm ET/ 9:00 am-10:00 am PT*

Funded by the Robert Wood Johnson Foundation

Agenda

Moderator:

CB Mamaril, PhD

Research Faculty, RWJF [Systems for Action](#) National Coordinating Center
University of Kentucky College of Public Health
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Presenters:

Carl Letamendi, PhD, MBA, GStat

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Rachel Dannefer, MPH, MIA

Director of Research and Evaluation
Harlem Neighborhood Health Action Center
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Commentary

Speaker:

Padmore John, MS

Manager
East and Central Harlem Neighborhood Health Action Centers

Q & A:

Moderated by Dr. CB Mamaril



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PEACH: Purpose and Goal

Partnerships to Encourage Actionable Cultures of Health



Purpose:

The primary aim of this mixed-methods study is to provide new evidence on how aligning a city health department with cross-sector community stakeholders under a place-based model can improve health and reduce inequities across neighborhoods. The PEACH study focuses primarily on the East Harlem Neighborhood Health Action Center.

Goal:

We expect to critically evaluate the impact of the system on the neighborhood, and detail how this alignment may be scaled up in New York City (NYC) and replicated in other U.S. cities.



Building a Culture of Health in East Harlem

CULTURE OF HEALTH ACTION FRAMEWORK



Action Area 2: Fostering cross-sector collaboration to improve well-being



PEACH Research Team




Carl Letamendi, PhD, MBA, GStat 
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Division Management



Jennifer Pierre, DrPH, MPH
Director of Qualitative Research
Center for Health Equity



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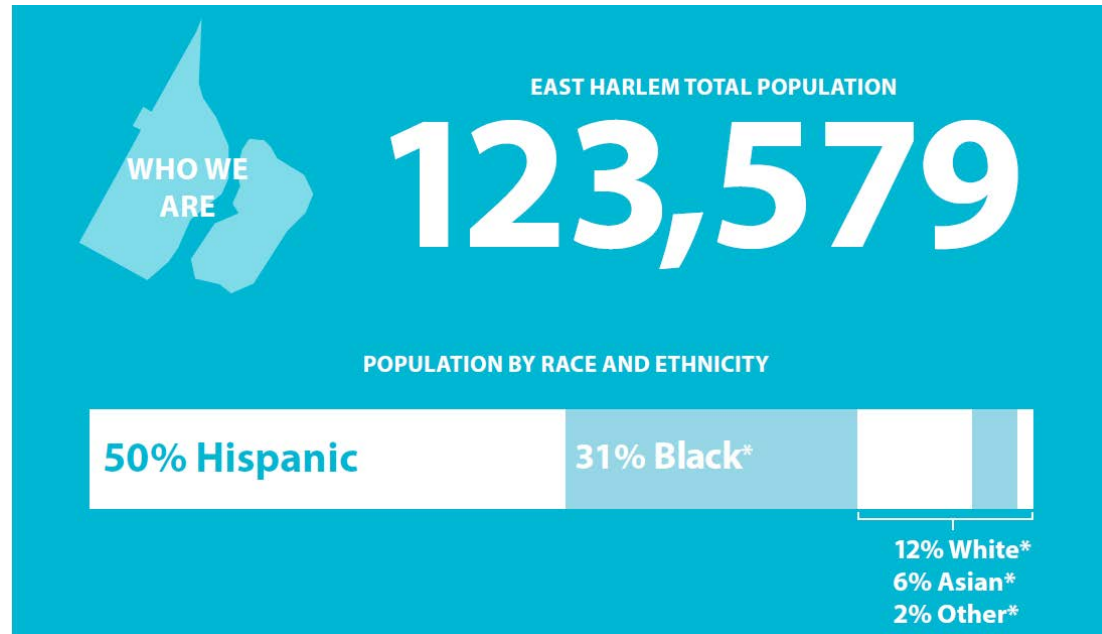


Luke Sleiter, MPH
Assistant Project Director, PEACH
Center for Health Equity

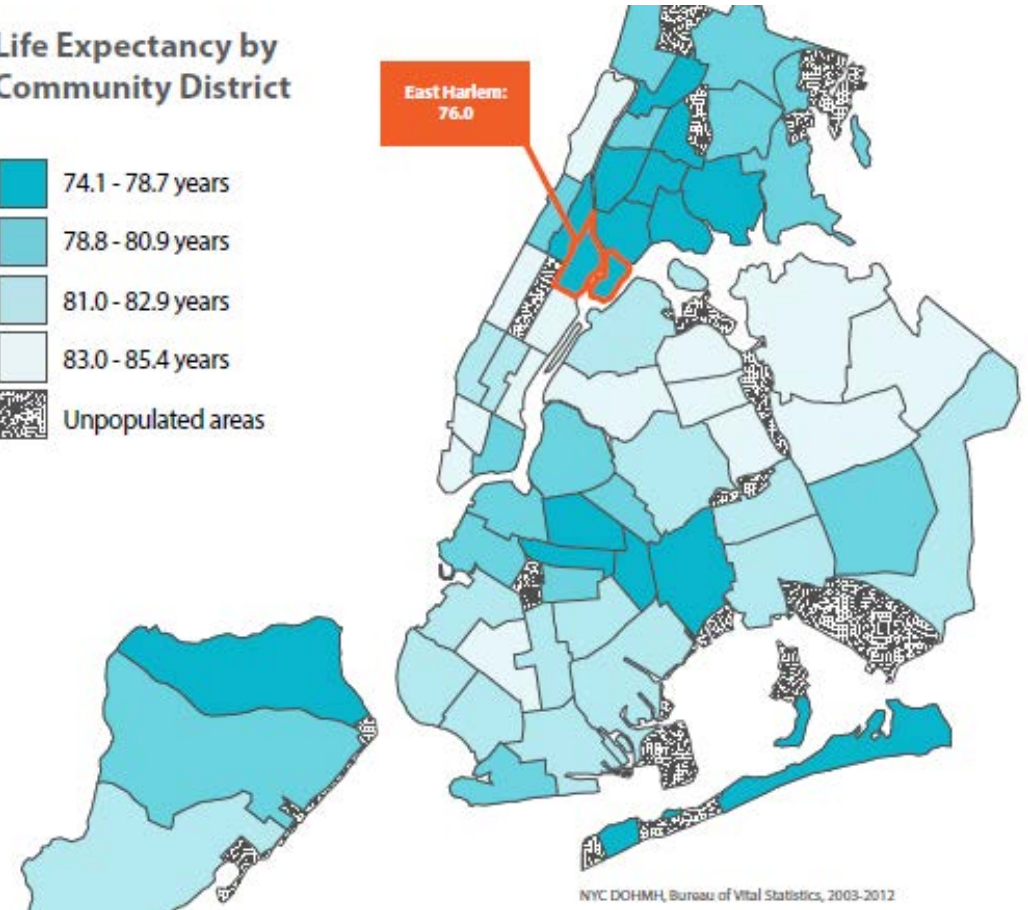
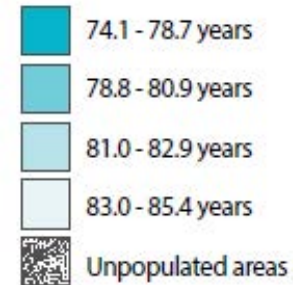


Presenter

Neighborhood Snapshot: East Harlem



Life Expectancy by Community District

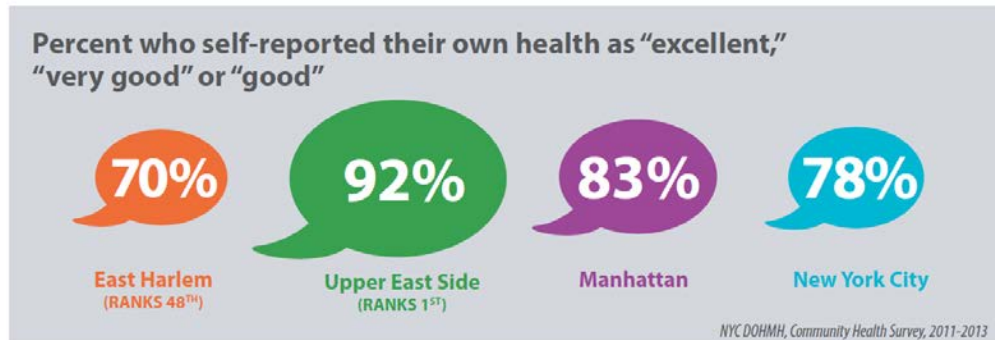


Neighborhood Health: East Harlem



Self-reported health

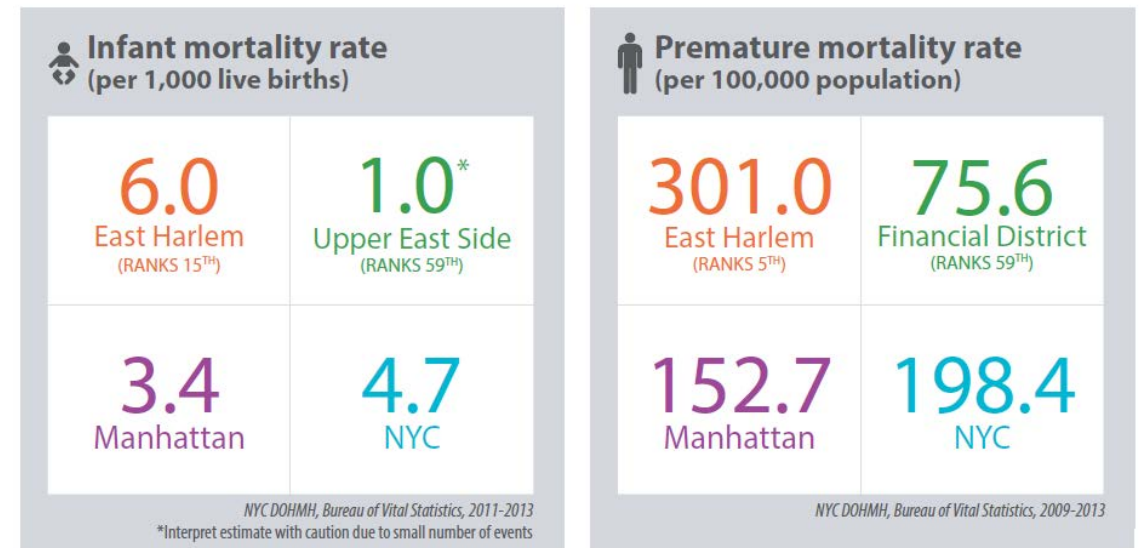
People are good at rating their own health. When asked to rate their overall health on a scale of one to five (excellent, very good, good, fair or poor), 70% of **East Harlem** residents rate their health as “excellent,” “very good” or “good.”



Infant mortality and premature death

Despite a decrease in infant mortality across the city, the rate in **East Harlem** is still six times higher than the rate in the Upper East Side.

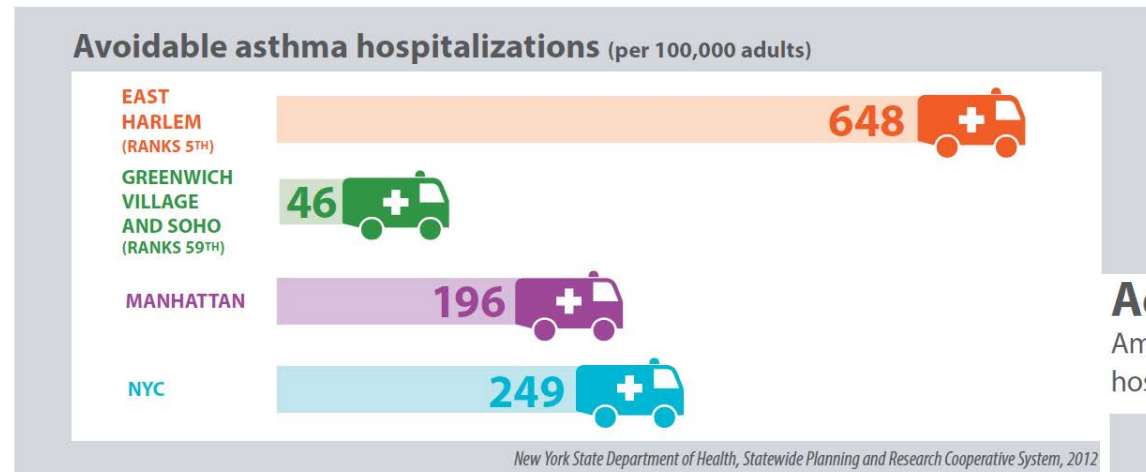
Disparities in premature death (death before the age of 65) also persist among neighborhoods. The rate of premature death in **East Harlem** is higher than the Manhattan and citywide rates and four times higher than in the Financial District.



Neighborhood Health: East Harlem

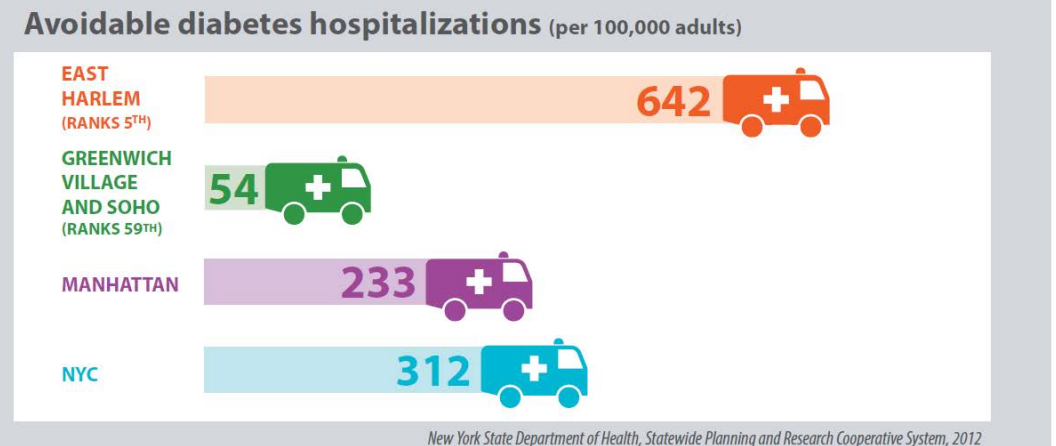
Adult hospitalizations for asthma

East Harlem adults have the fifth-highest rate of avoidable adult asthma hospitalizations.



Adult hospitalizations for diabetes

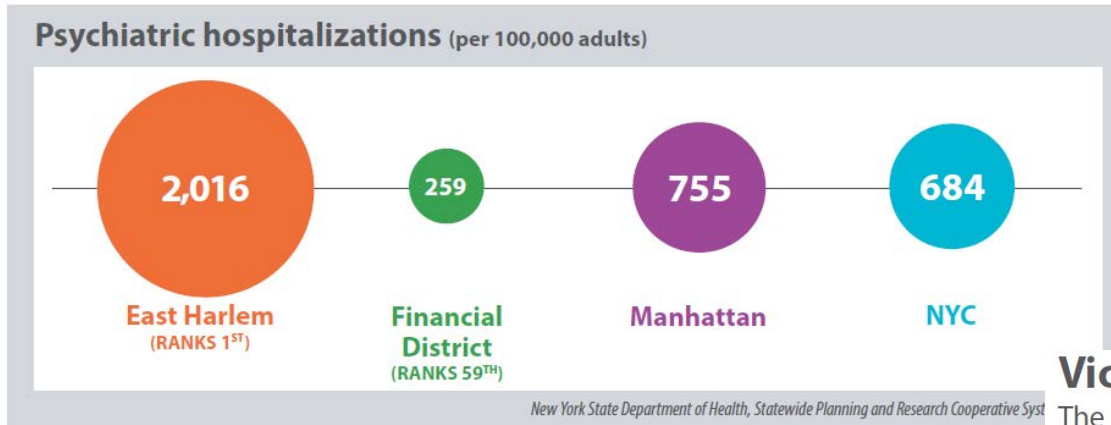
Among all NYC neighborhoods, **East Harlem** ranks fifth in avoidable adult diabetes hospitalizations, more than twice the Manhattan and citywide rates



Neighborhood Health: East Harlem

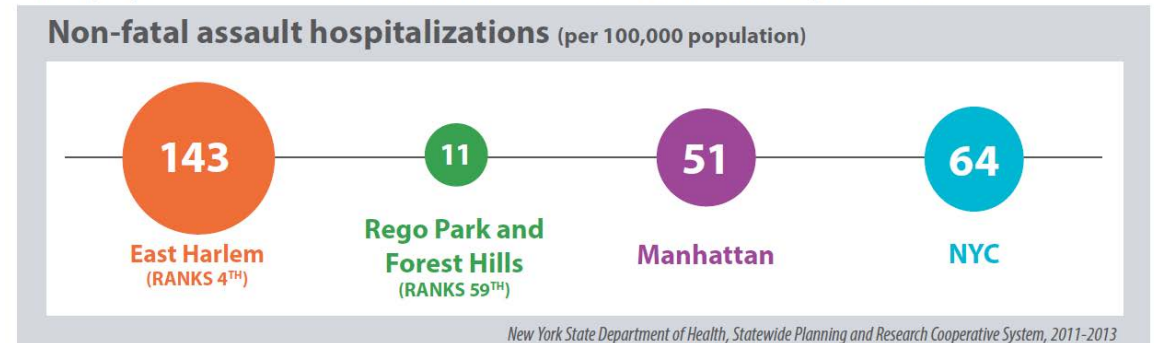
Mental health

Variations in hospitalization rates may reflect differences in rates of illness, access to health care and other social and cultural factors. The rate of psychiatric hospitalizations among adults in **East Harlem** is the highest in the city.



Violence

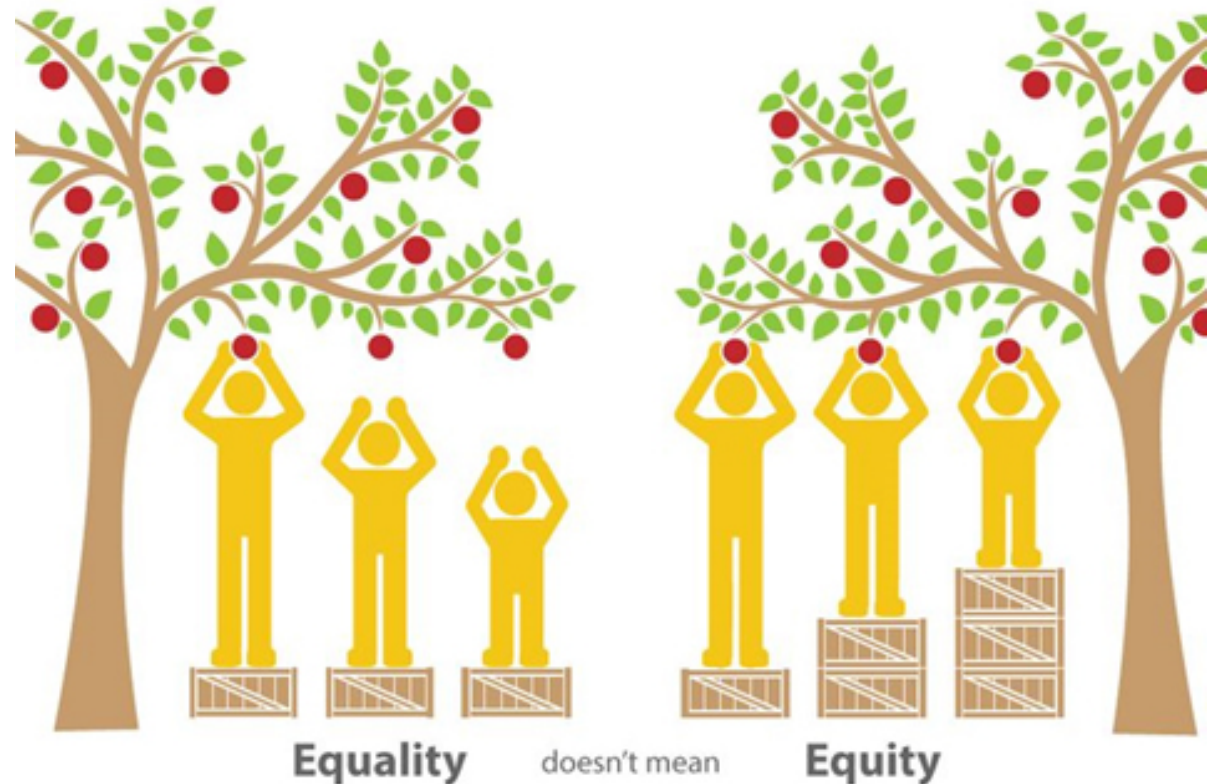
The injury assault rate in **East Harlem** is more than twice the citywide rate.



Causes of Inequities

Root causes of inequities

- 🍎 Policies that created all types of systems of **unbalanced power and privilege**
- 🍎 Caused by historical practice of **exclusion and discrimination** across the life course
- 🍎 Led to geographic **concentration of poverty** and hyper-segregation



Responding to Inequities

We invest in **key neighborhoods (place-based).**

A neighborhood's health results from the historical, political, social and physical forces that affect it. Certain NYC Neighborhoods have been deprived of sufficient resources and attention. In order to “right” this injustice, we have neighborhood offices in areas that bear the highest disease burden.



NYC DOHMH Center for Health Equity

Our Vision

Across our city, every New Yorker lives in a thriving neighborhood, where resources work well and systems are equitable in order to **nurture and sustain healthy individuals and communities.**



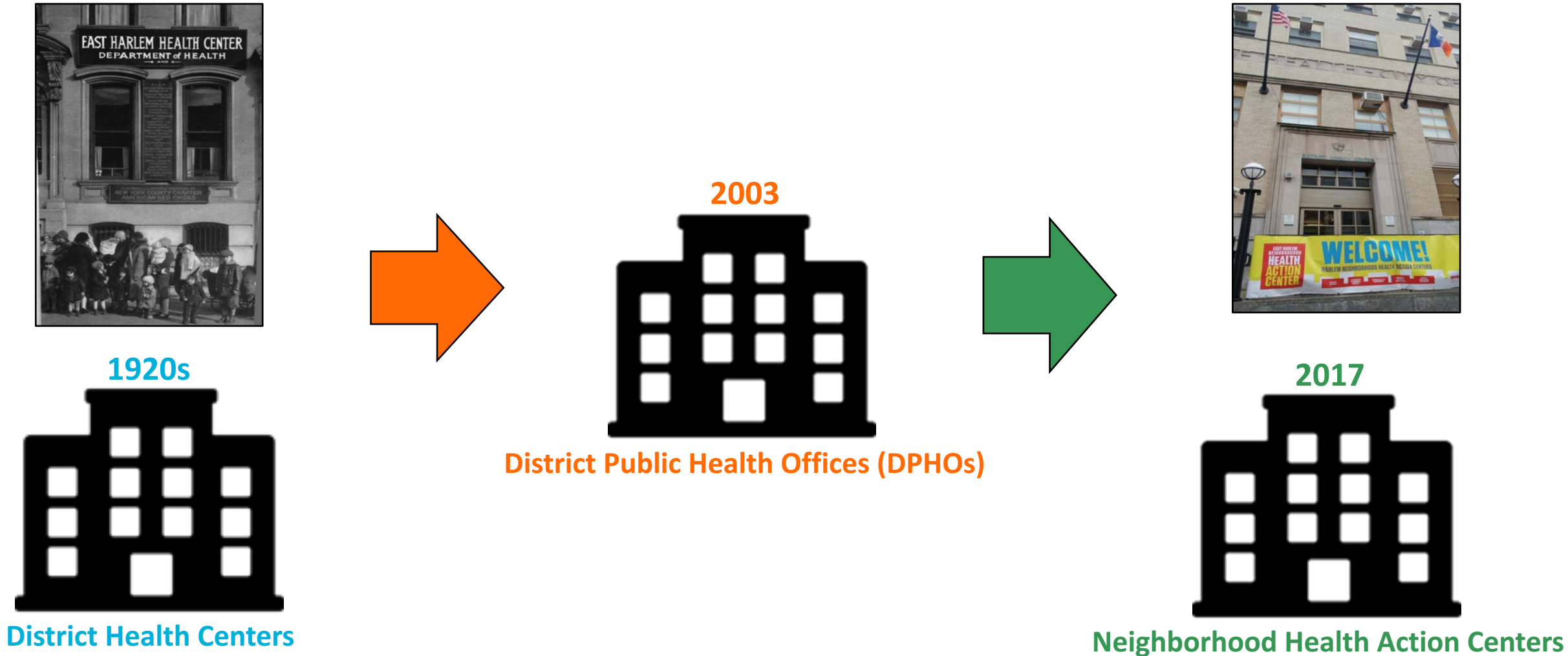
Our Mission

To strengthen and amplify the Health Department's work to **eliminate health inequities**, which are rooted in historical and contemporary injustices and discrimination, including racism.

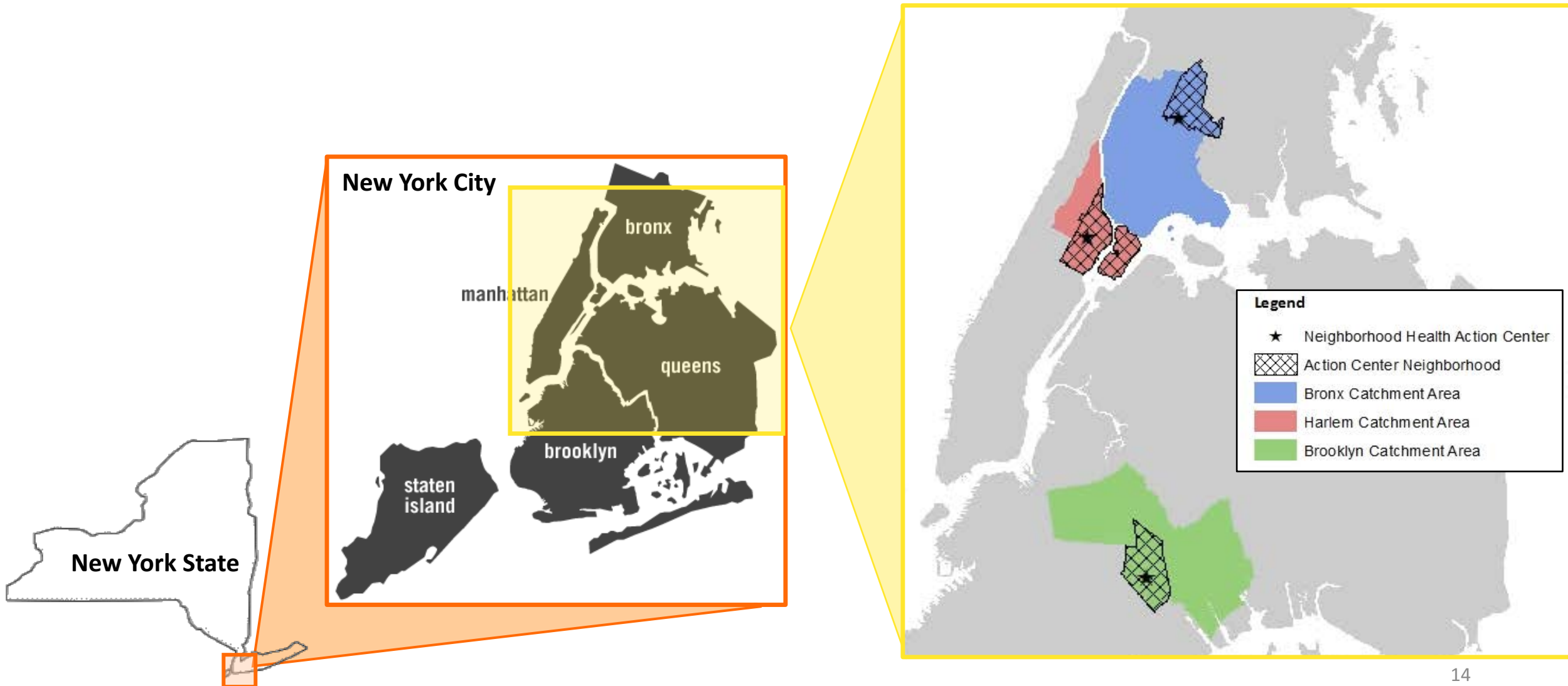
Neighborhood Health Action Centers



Action Centers: Brief History and Overview



Action Center Locations



Action Center Strategies



Co-location and
Referrals



Innovation in
Programs & Policy



Collective Action
and Impact

Action Centers: What We Offer

Clinical and programmatic providers

Co-located services provide direct clinical and social services, while allowing for place-based planning and coordination

Navigators and referral specialists

Through referral systems, residents are supported in getting the services they need

The Family Wellness Suite

The Family Wellness Suite provides a lactation lounge, children's nook and targeted programming

Neighborhood convening space

A multipurpose room provides a space for neighborhood partners and residents, and space for physical activity and events

Kitchens and gardens

Some will feature a teaching kitchen as well as a garden for growing fruits and vegetables

Action Center Co-Located Partners in East Harlem

**CONCRETE
SAFARIS**

**Public Health
Solutions**

**HARLEM
NEIGHBORHOOD
HEALTH
ACTION
CENTERS**

ABC
Association to Benefit Children

IdNYC

SMART

NYC
Health

- ❖ Harlem Health Advocacy Partners
- ❖ East Harlem Asthma Center of Excellence
- ❖ Newborn Home Visiting
- ❖ EHACE Chefs
- ❖ Fresh Food Box
- ❖ Shape Up
- ❖ East Harlem Community Walking Trail
- ❖ Family Wellness Suite

NOWPOW

PEACH Objectives

The **objectives** guiding the study seek to:



Determine how aligning the city health department, clinical and nonclinical partners, internal and external frontline staff in *a collective governance structure* within the East Harlem Action Center builds a culture of health.



Determine whether the *use of NowPow* by Action Center stakeholders fosters a cross-sector collaboration to improve health & well-being in the neighborhood.



Evaluate the impact that the Action Center has on the health of the East Harlem community.

To develop a final report which details how this alignment may be scaled up in New York City and replicated in other U.S. cities.

PEACH Data Sources

- **Governance Council Interviews**
- **East Harlem Action Center Staff Interviews**
- **NowPow referral and tracking system**
- **Visitor Satisfaction Surveys**
- **Action Center Monitoring & Tracking Data**



NOWPOW



Governance Council Interviews



Monthly Governance Council Meeting

- Includes representatives from each co-located partner
- Supports coordination of services and planning at the building level

Governance Council Purpose

- Promote transparency
- Support cohesion and collaboration
- Address building management issues
- Ensure customer relations are of the highest possible standards and respond to community needs
- Strategic planning

Governance Council Baseline Interviews

Anticipated benefits to organizations for being part of the Action Center

Members described expectations and outlined goals for the council itself, for their organizations, and for the Action Center.

Collaboration and Reach



- Collaboration with Action Center staff and partners
- Connect programs for collaborative initiatives
- Accept referrals and warm handoffs from partners
- Share staff and resources
- Increased capacity and ability to offer new services
- Expanded program reach

Building



- Good location
- More space
- Attractive space with art displays in building

Community



- Fill service gaps
- Raise awareness of health issues in the community
- Promote awareness of programs
- Improve health outcomes in the neighborhood

Action Center Key Player Interviews



Navigator

Welcomes neighborhood residents, orients visitors to the Action Center services, and facilitates coordination of service delivery.



Referral Specialist

Connects neighborhood residents with service providers inside and outside the building to prevent gaps in access to care.



Health Promoter

Identifies and develops relationships with neighborhood assets and facilitates health promotion activities.

NowPow

NowPow is a resource directory and referral system

that allows community members to find health care, social services, and public health programs, while connecting the provider network to facilitate referrals.

Core system functions include

- A comprehensive and regularly updated resource directory
- Social needs screening
- Bi-directional referral management
- A client-centered action plan with reminder tools
- Population management dashboards for each organization

NowPow Cont'd

Benefits & Opportunities

- Number of successful referrals
- Identification of service gaps
- Facilitates with needs analyses
- Helps identify social determinants

NOWPOW



POWERED BY
MAPSCorps

Visitor Satisfaction Surveys

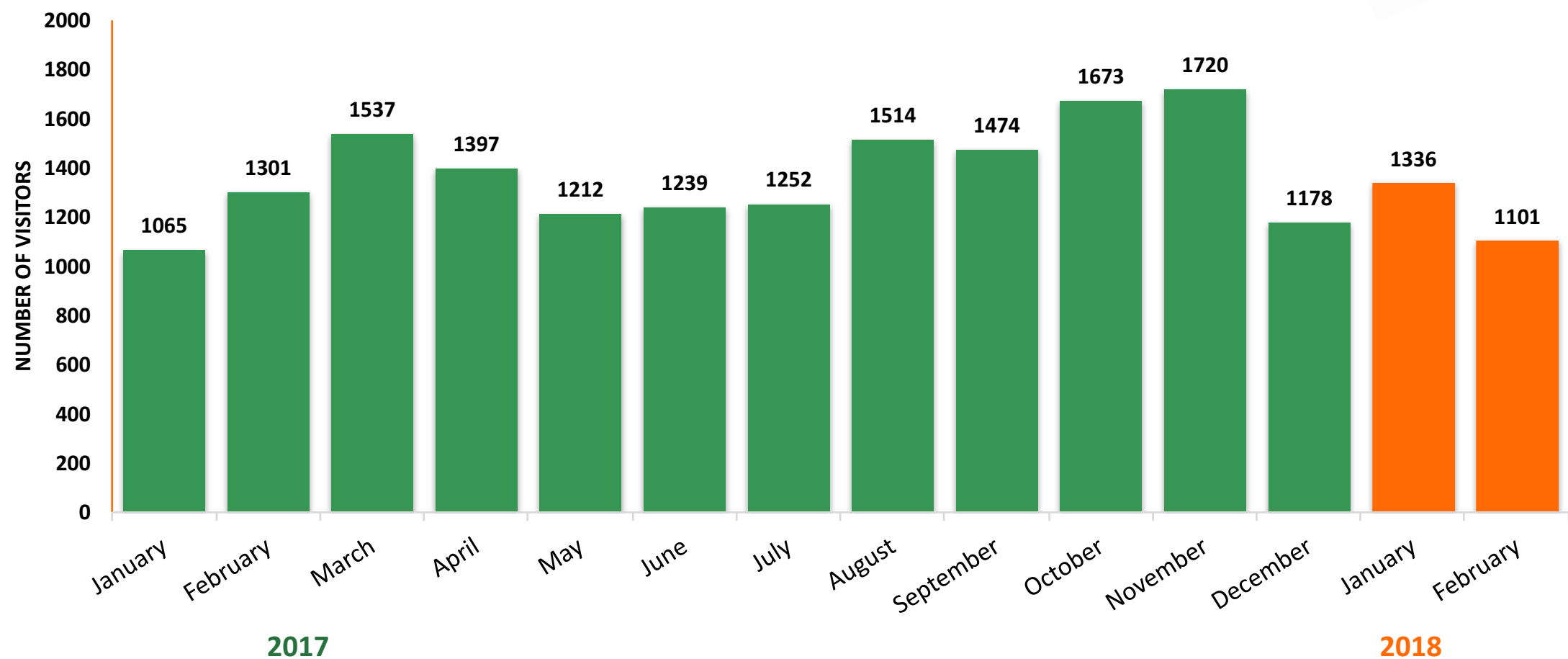
- Visitors will be surveyed to assess perceptions and experiences around:
 - Physical space
 - Customer service and overall experience
 - Quality of care
 - Ability of Action Center to meet needs
 - Social cohesion





East Harlem Action Center Visitors

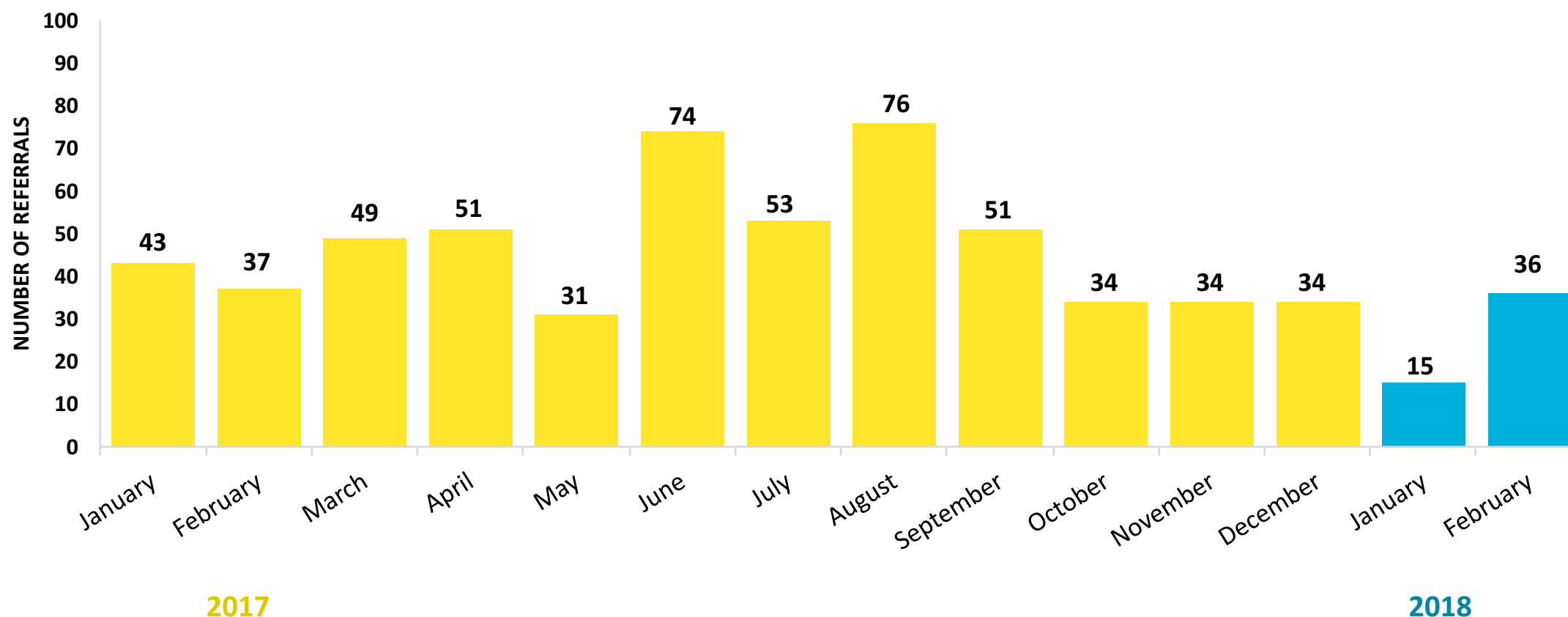
Total Number of Visitors Entering East Harlem Action Center by Month



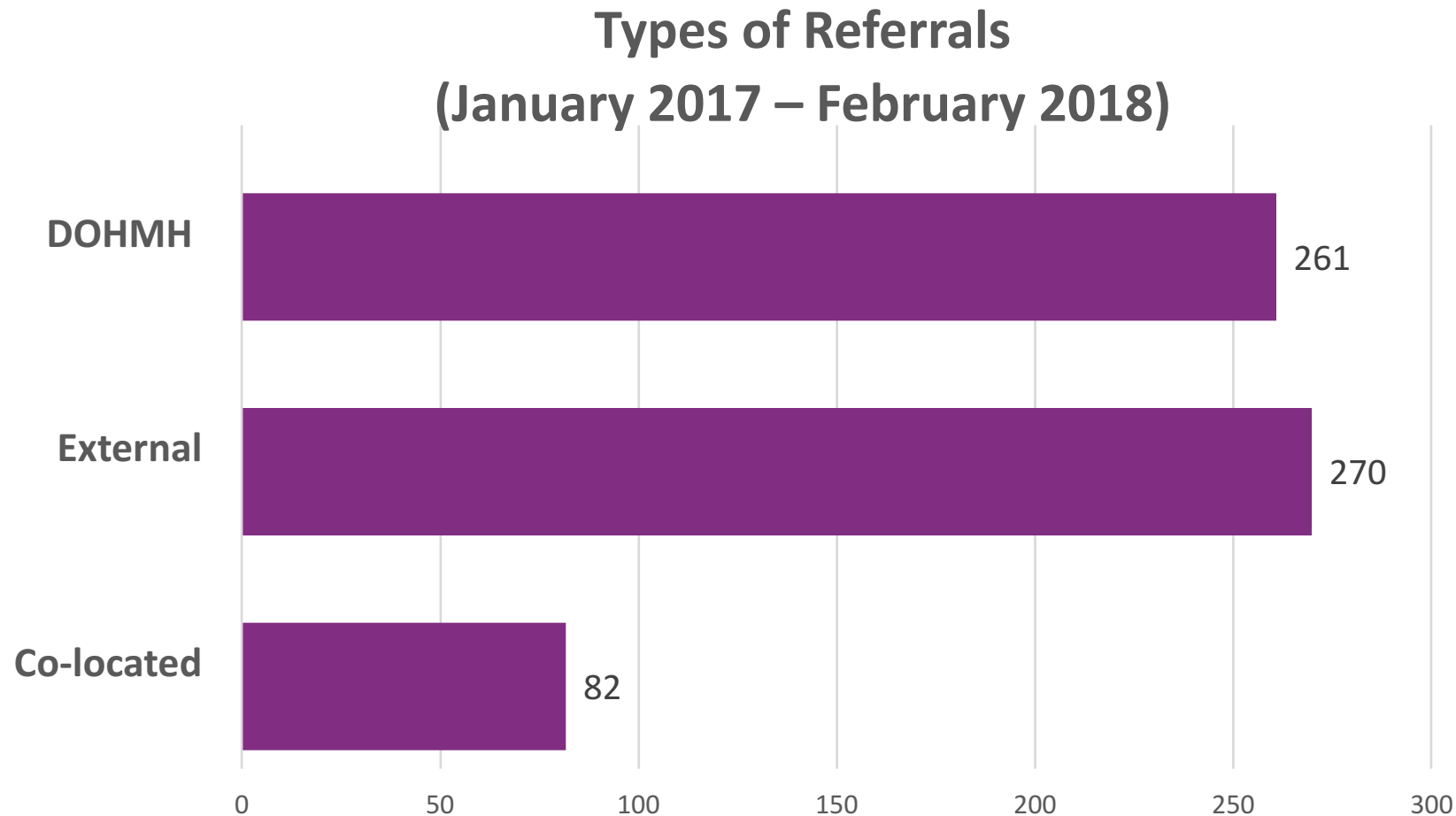


East Harlem Action Center Referrals

Total Number of Referrals Made by Month



East Harlem Action Center Referrals, Cont'd









Top Referral Categories

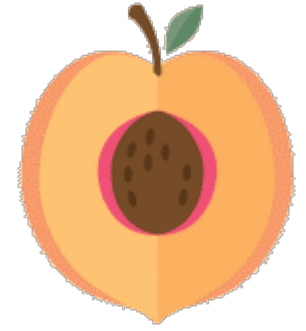
1. Sexual health services
2. ESL classes
3. Complete physical

Next Steps



Activity		Phase	Start Time
Governance Council Member Interviews		Follow-Up	Spring 2018
Dôr Foot Traffic Counters		Implementation	Spring 2018
NowPow Utilization		Implementation	Spring 2018
East Harlem Key Player Interviews		Baseline	Summer 2018
East Harlem Visitor Satisfaction Surveys		Follow-Up/Round Two	Summer 2018
Evaluate Action Center Impact on East Harlem Community		Baseline	Fall 2018

Thank You!



Questions? Comments? Conversation?

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Upcoming Webinars

Archives

<http://systemsforaction.org/research-progress-webinars>

Upcoming

Wednesday, May 9, 2018 12-1pm ET/ 9-10am PT

UNCOMPENSATED CARE PROVISION AND THE IMPLEMENTATION OF POPULATION HEALTH IMPROVEMENT STRATEGIES

Systems for Action National Program Office, University of Kentucky College of Public Health

Principal Investigator: CB Mamaril, PhD

Wednesday, May 23, 2018 12-1pm ET/ 9-10am PT

INTEGRATING CROSS-SECTORAL HEALTH AND SOCIAL SERVICES FOR THE HOMELESS

University of Utah and University of North Texas

Principal Investigators: Jesus Valero, PhD, and Hee Soun Jang, PhD

Wednesday, June 6, 2018 12-1pm ET/ 9-10am PT

LINKING EDUCATION AND HEALTH DATA TO IMPROVE ADOLESCENT HEALTH IN LOS ANGELES

University of California, Los Angeles

Principal Investigators: Sheryl Kataoka, MD, MS, and Rebecca Dudovitz, MD, MS

Acknowledgements

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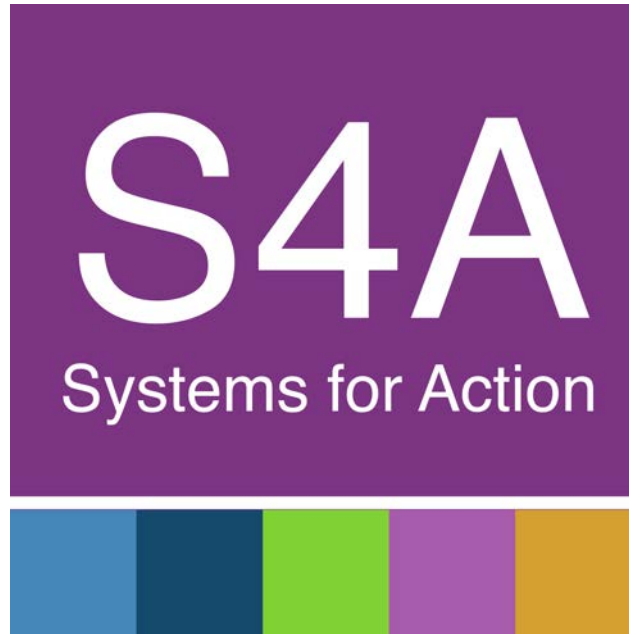


*Center for Public Health Systems
and Services Research*

and



Questions?



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