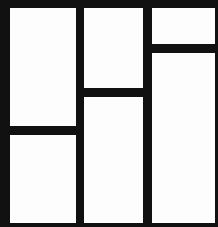


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OCTOBER 14–17, 2014 • THE SHERATON DOWNTOWN DENVER, COLORADO

Building Consensus Around Health Metrics for Community Development

October 16, 2014

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Building Consensus Around Health Metrics for Community Development: **THE BIG PICTURE**

- American's health is worse than it should be
- Bulk of resources go to medical care
- Health happens in neighborhoods





Despite leading the world
on medical care spending,

AMERICANS HAVE WORSE HEALTH AND SHORTER LIVES

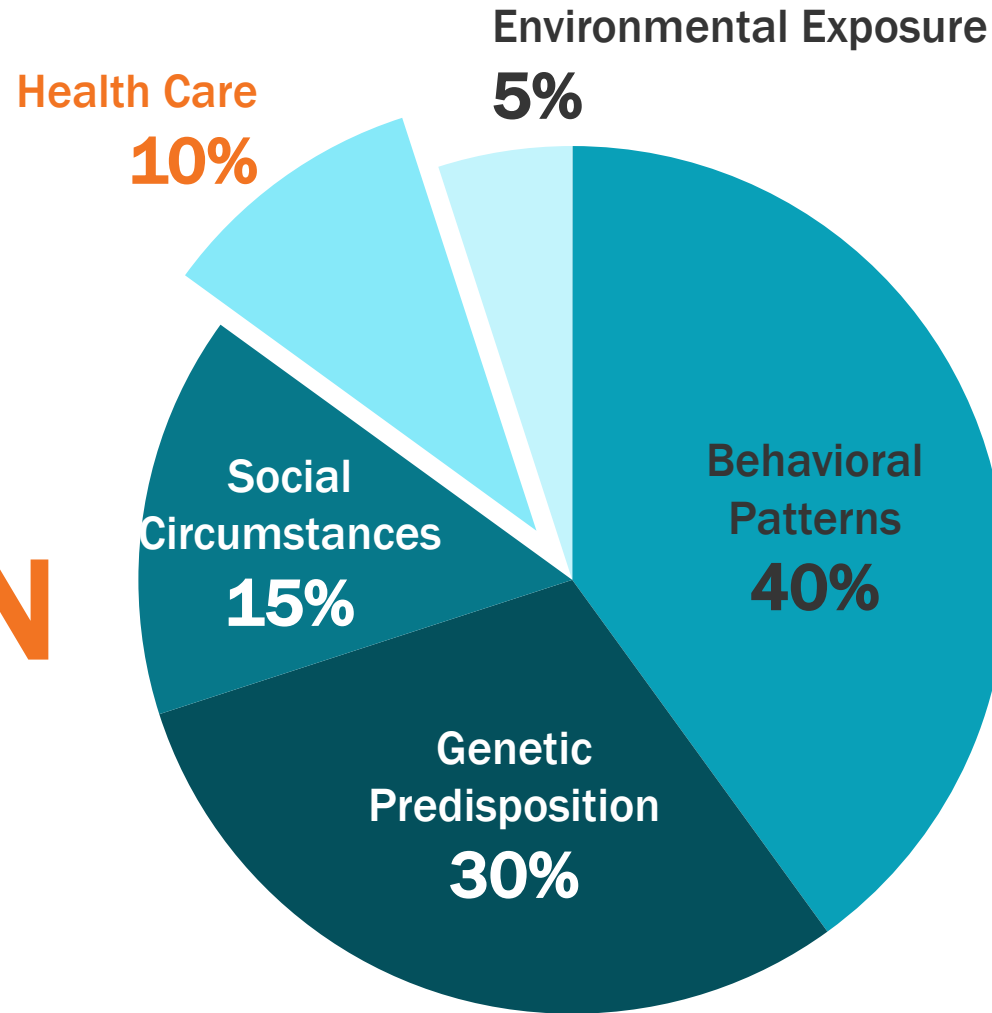
than people in other
affluent nations.



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CONTRIBUTIONS TO PREMATURE DEATH

**\$2.9
TRILLION
YEARLY**



HEALTH HAPPENS IN NEIGHBOR HOODS

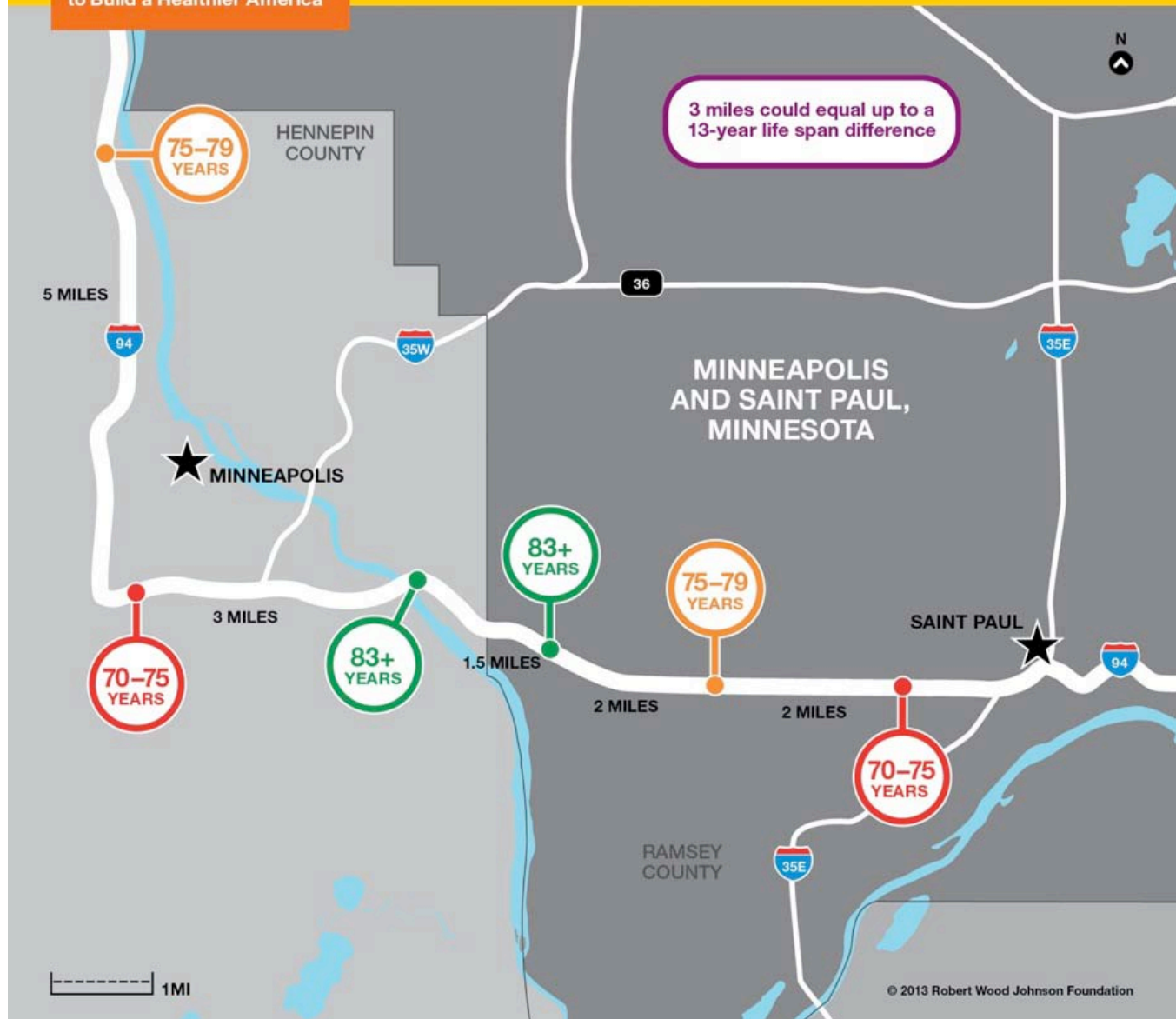
RWJF Commission
to Build a Healthier America



HEALTH HAPPENS IN NEIGHBORHOODS

RWJF Commission
to Build a Healthier America

Robert Wood Johnson Foundation



IN DETERMINING
YOUR HEALTH...

94131

>



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COMMUNITY DEVELOPMENT IS IN THE ZIP CODE IMPROVEMENT BUSINESS



Building Consensus Around Health Metrics for Community

Development: **THE BIG PICTURE**

- Poor health in US; Focus on medical care; But health happens in neighborhoods
- CDFIs have been improving health for decades
- Health ROI is often unmeasured or ignored
- Rapidly growing interest in collaboration across sectors but siloed thinking and funding remains
- What's needed is coordinated action and thoughtful measurement approaches



TODAY'S DISCUSSION:

- How are community developers and CDFIs talking about the health impacts?
- Which metrics are showing promise? Where are the gaps?
- What is the role for Health Impact Assessments?
- How are CDFIs trying to operationalize health as a metric?
- What is being done to support collaboration across sectors?



Presenters



Ela Rausch

Federal Reserve
Bank of
Minneapolis



Bethany Rogerson

Pew Charitable
Trusts - Health
Impact Project



Nancy Andrews

Low Income
Investment Fund



Douglas Jutte

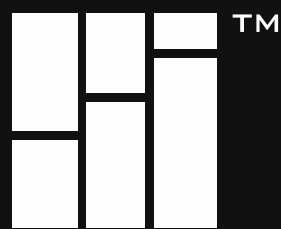
Build Healthy
Places Network



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Health Metrics for Community Development: A View of the Current Landscape

Presenter: Ela Rausch, MPP, Project Manager, Federal Reserve Bank of Minneapolis



*Opinions expressed are those
of the presenter and not
necessarily those of the
Federal Reserve System.*

Metrics for Healthy Communities

Study background and goals

- National study conducted by Federal Reserve Bank of Minneapolis and Wilder Research in partnership with Robert Wood Johnson Foundation
- Response to RWJF Commission's call for the establishment of measures to spur more collaborative approaches to building healthy communities
- Establish SODH metrics framework & guide to measures, case examples, add to the evidence base

Metrics for Healthy Communities

Key research questions

1. What social determinants of health does your organization address and how has attention to social determinants of health (SODH) influenced your work?
2. Are you working collaboratively across sectors?
3. How are you measuring the health impacts of your initiatives?
4. What advice do you have for doing good measurement?

Metrics for Healthy Communities

Sample and respondents

3,500 Practitioners
community
development,
health, and related
fields

613
Respondents
46 states
+ D.C.

42 CDFIs/banks

30 OFN members

CDFI/Bank SODH Output measures

Early Child Care/Education/Workforce Development

- Number of childcare programs financed that serve LMI families
- Number of child care slots
- Number of student seats
- Number of employment workshops/trainings held

Access to Health Care

- Number of beds
- Number of exam rooms
- Number of health screenings
- Number of patients served in community health centers financed

Neighborhood Conditions

- Number of public meetings focused on community improvement

Economic Well-Being/Economic Conditions

- Number of participants who open an IDA account
- Number of jobs created/retained
- Number of quality jobs (determined by wages and benefits offered)
- Number of financed businesses with successful financial performance
- Number of square feet of commercial space created/preserved
- Number of minority-owned businesses financed
- Environment

Physical Activity

- Number of bikes
- Number of pedestrians
- Number of crosswalks
- Number of policies adopted that support physical activity

Housing

- Number of affordable housing units financed/ built/rehabbed
- Number of affordable housing units for persons with special needs
- Number of program participants who purchase an affordable home
- Number of mortgages with principal reduced

Healthy Foods

- Number of grocery stores/healthy foods businesses financed
- Number of nutrition classes held
- Number of community gardens
- Number of policies adopted that support healthy eating

CDFI/Bank SODH Outcome measures

Early Child Care/Education/Workforce Development

- Increased high school graduation rates
- Improved proficiency test scores
- Improved school performance (perceived by program participants)
- Increased kindergarten/school readiness
- Increased high quality early care

Environment

- Decreased levels of pollution emissions (NOx/CO2)

Health Care

- Changes in individual health status

Healthy Foods

- Increased access to healthy foods
- Increased consumption of healthy foods
- Decreased child obesity rates

Economic Well-Being/Economic Conditions

- Increased savings by program participants
- Increased access to credit
- Improved credit scores for program participants
- Changes in individual employment status
- Increased financial knowledge
- Increased occupancy rates of commercial space
- Increased permitting activity

Housing

- Improved housing conditions
- Decreased foreclosure rates
- Changes in individual housing status
- Increased housing affordability (perceived by program participants)

Physical Activity

- Increased investments in parks and infrastructure
- Increased recreational opportunities for children (perceived by program participants)

Neighborhood Conditions

- Improved building conditions
- Increased levels of community engagement
- Increased social connectedness
- Increased levels of neighborhood employment
- Increased neighborhood median income
- Decreased vacant and blighted properties
- Increased investment in neighborhoods
- Increased community leadership capacity
- Decreased violent crime
- Reduced traffic fatalities
- Increased "good feelings" about neighborhood (self-reported by residents)
- Enhanced community facilities

CDFI/Bank

SODH- Old hat or the new black?

- A holistic view of healthy communities has always been critical to our mission [of] building healthy communities where low income people live and work. We intentionally seek projects where several determinants intersect.
-Boston Community Capital, Boston, MA
- Attention to the importance of the social determinants of health has given LISC new energy and momentum around our community development work, and has led us to better understand the value of community development in addressing the social, economic and physical needs of community residents that can't be addressed by the health care system alone.
-National Local Initiatives Support Corporation, NY

Measurement Advice

Lessons From the Field

#1 Measuring impact is expensive and time-consuming...but worth it!

Impact measurement is difficult, time consuming, and expensive. However, the knowledge gained and the ability to translate outcomes to stakeholders and investors is invaluable.

–The Reinvestment Fund, Philadelphia, PA

Access to funding is improved by key impact data that not only reflects our outputs (loans) but also the outcomes that result.

–IFF, Chicago, IL

#2 Keep things simple focus on your core

Biggest piece of advice would be that it's okay to start small, with just a few metrics.

–Capital Impact Partners, Arlington, VA

Determine [which social determinants of health] line up with the mission of your organization.

**–Northern California Community Loan Fund,
San Francisco, CA**

#3 Be deliberate

It's important to build [outcome measurement] in at the outset of the program, setting expectations and identifying key metrics in advance.

–Nonprofit Finance Fund, New York, NY

There must be a system in place and a way to pay for the tracking or it won't get done.

–Local Initiatives Support Corporation, Phoenix, AZ

#4 You don't need to reinvent the wheel

There is a lot of interesting research out there already, that can both help [organizations] understand the impact of their work on health, as well as serve as a tool to make the case for why their work might be interpreted as an investment in health.

–Low Income Investment Fund, San Francisco, CA

First, take a look at what your borrowers, constituents, [and others] are already measuring. Find the overlaps , and leverage ,and add to them to avoid duplication and redundancy.

–Community Housing Capital, Decatur, GA

#5 Qualitative data matters

Do not underestimate the power and importance of qualitative data.

-Boston Community Capital, Boston, MA

Case studies, surveys, structured interviews can provide an additional layer of data regarding your impact.

-Hope Enterprise Corporation, Jackson, MS

#6 Partner with an external evaluator/researcher

Work with an experienced professional to determine appropriate measurements and data points at the start of the initiative and make sure you have the systems in place to capture the data.

–Twin Cities Community Land Bank, Minneapolis, MN

Reach out to specialists and partners so that impact measurement is a collaborative and informed process.

–The Reinvestment Fund, Philadelphia, PA

It is important to have evaluators that work as technical assistance partners continually providing deeper levels of analysis for intervention planning.

–Local Initiatives Support Corporation Boston, Boston, MA

CDFI/Bank

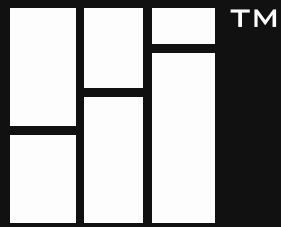
Ongoing measurement challenges

- Belief that government and health organizations are better-equipped to monitor long-term changes in economic conditions, public safety, and health impacts
- Lack of money and resources for evaluation and impact measurement
- Systems for measurement are often rudimentary or lacking
- Industry lacks standardized SODH measures

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Building Consensus Around Health Metrics for Community Development

October 16, 2014

Optimizing Health Impacts of Community Development Investments Using Health Impact Assessment

Opportunity Finance Network Conference

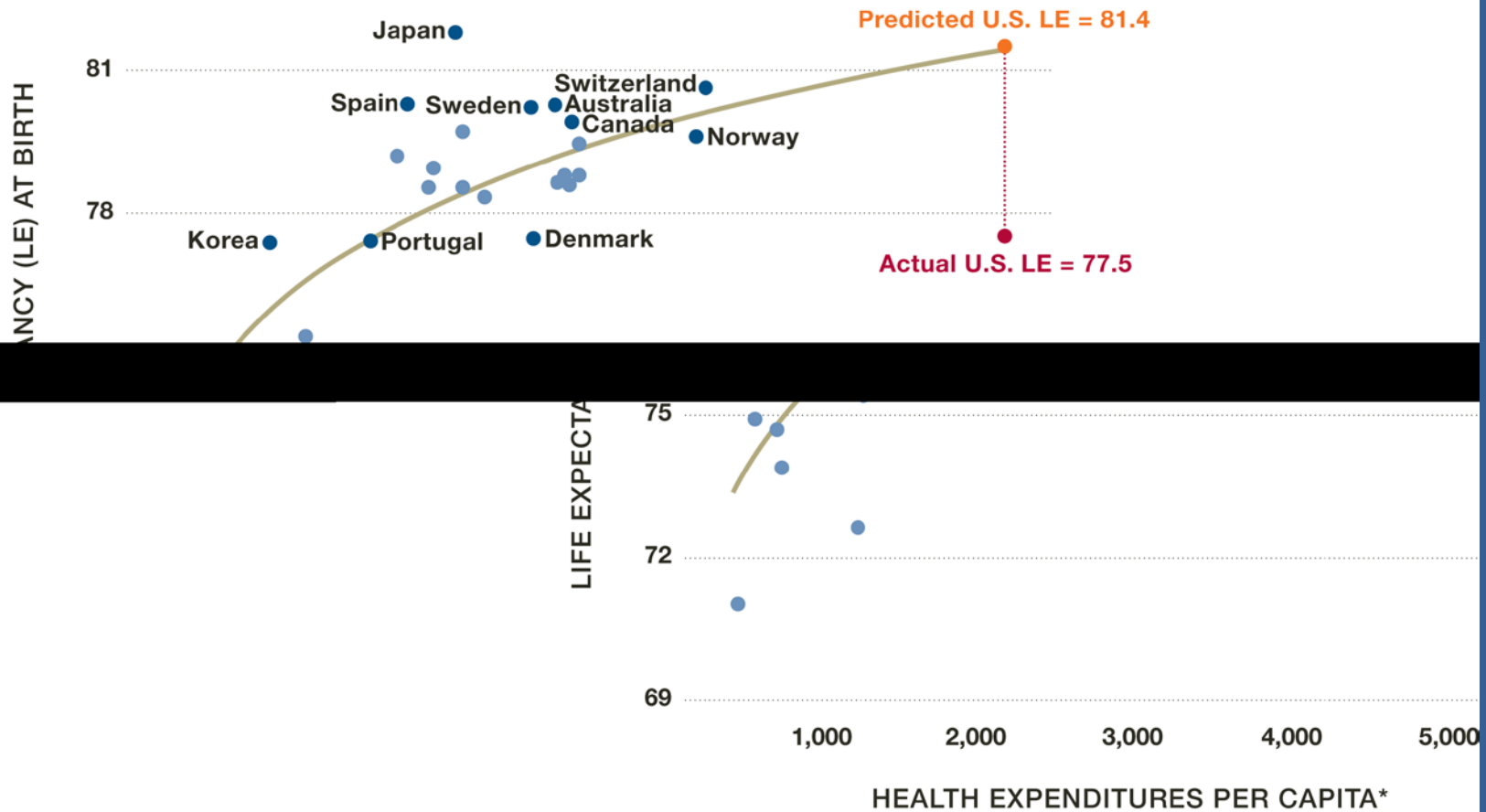
October 2014, Denver, Colorado

Bethany Rogerson, brogerson@pewtrusts.org

A collaboration between Robert Wood Johnson Foundation and The Pew Charitable Trusts.

America Is Not Getting Good Value for Its Health Dollar

The U.S. spends more money per person on health than any other country, but our lives are shorter—by nearly four years—than expected based on health expenditures.



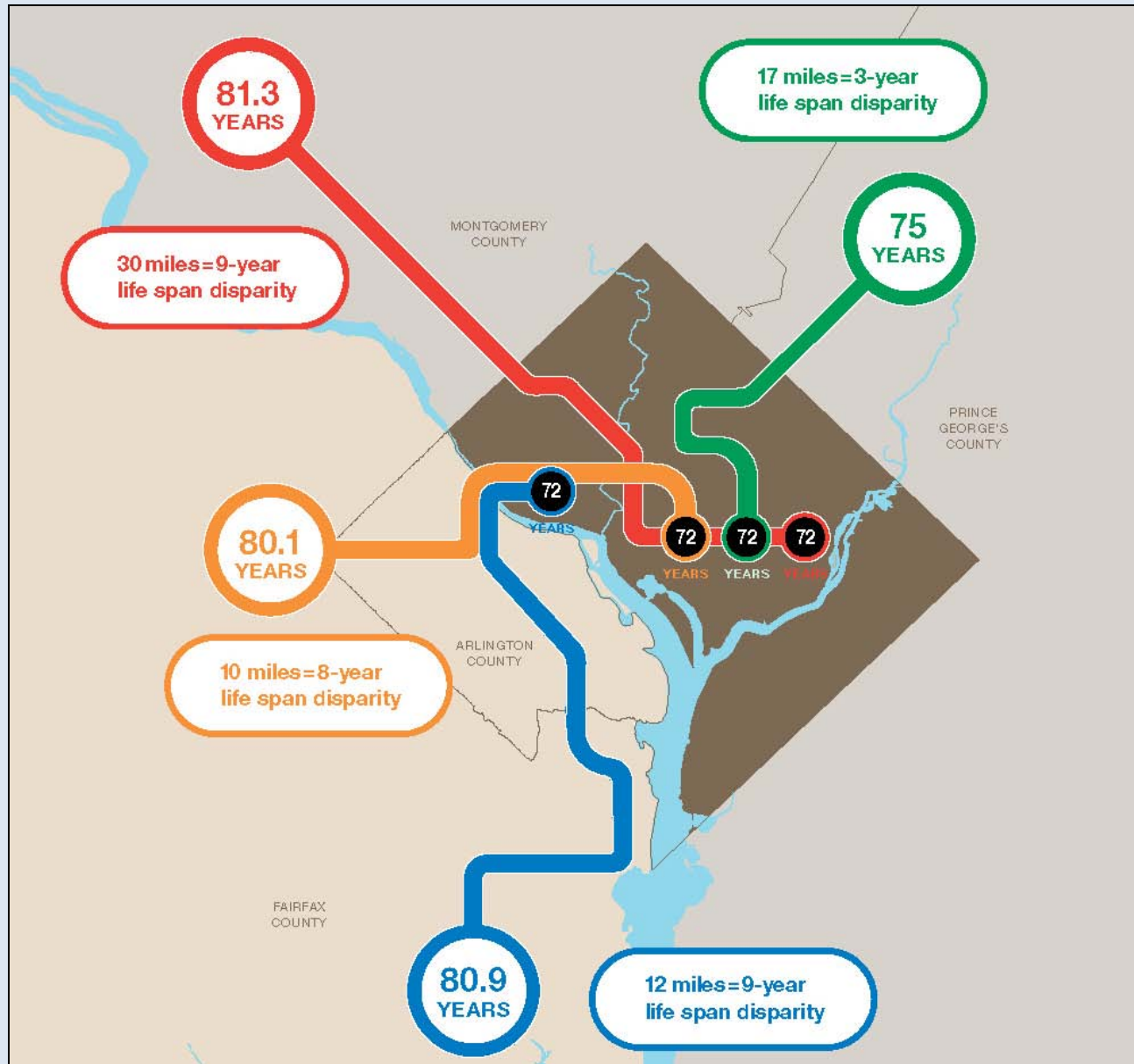
What **Makes** Us Healthy



What We **Spend** On Being Healthy







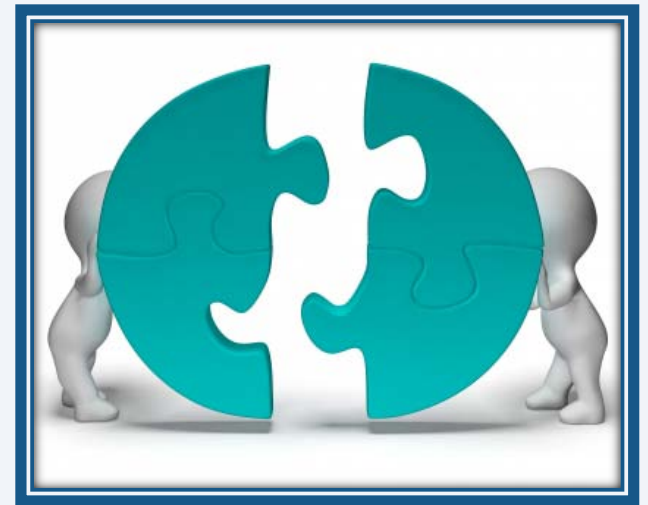
Source: Robert Wood Johnson Foundation, Commission to Build a Healthier America, www.rwjf.org

HIA Addresses Social Determinants of Health



Challenges to Cross-Sector Collaboration

- No common language between sectors
- Few formalized opportunities or requirements for collaboration
- Priorities don't necessarily match
- Connections to health may not be recognized initially



Defining Health Impact Assessment

“A systematic process that uses an array of data sources and analytic methods and considers input from stakeholders to determine the potential effects of a proposed policy, plan, program or project on the health of a population and the distribution of those effects within the population. [HIA] provides recommendations on monitoring and managing those effects.”

Source: “Improving Health in the United States: The Role of Health Impact Assessments” by the National Research Council, September 2011

Health Impact Assessment...

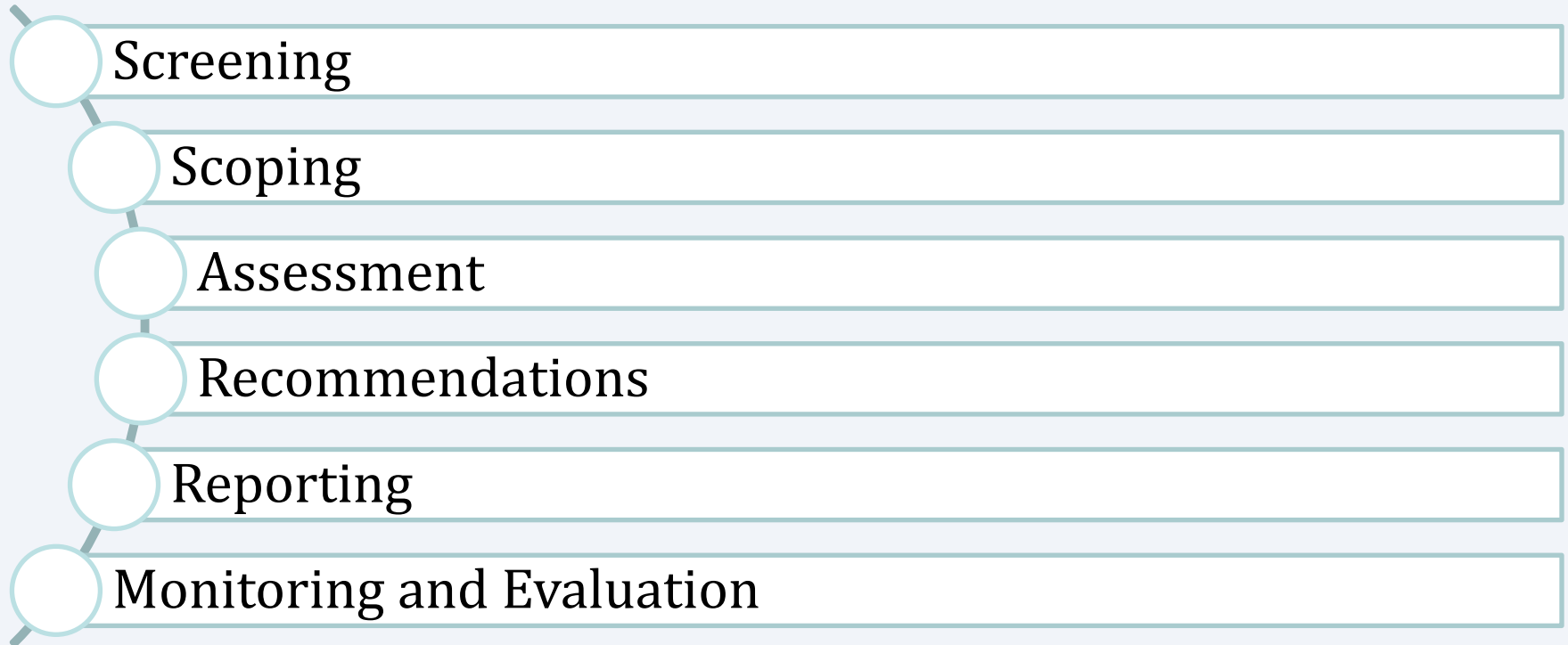
- Provides a framework for community capacity-building and empowerment
- Involves a broad-range of impacted people
- Is an effective tool for meaningful cross-sector collaboration
- Addresses health inequities
- Increases transparency, support inclusiveness, democracy, and community engagement in the policy decision-making process



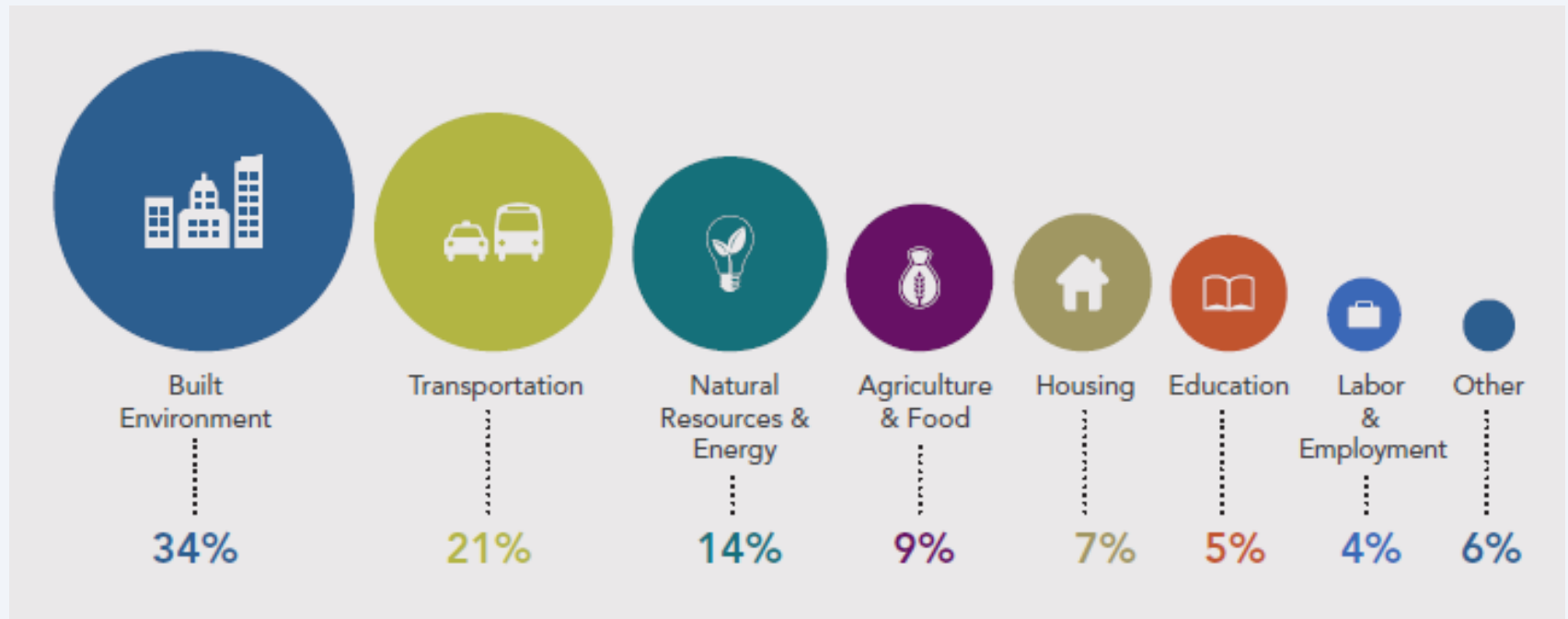
Adapted from Human Impact Partners, HIA Toolkit, 3rd Edition

Image courtesy of Jscreationzs and FreeDigitalPhotos.net.

Steps of HIA



HIA can be applied to a range of sectors



Example 1: South Lincoln Homes, Denver

Topic	Public housing master plan for a public housing redevelopment
Organizations	EnviroHealth Consulting, MITHUN firm, and Denver Housing Authority
Key findings	<ul style="list-style-type: none">• Over half of the population obese or overweight• Higher rates of crime than city overall• The plan would improve physical activity, options for healthy eating• The plan would increase noise exposure because more residences near railway
Sample recommendations	<ul style="list-style-type: none">• Include building design amenities to increase walking & use of stairs• Include pedestrian-level lighting to improve safety• Include space and safe ways to access a farmer's market
Through the HIA process...	Recommendations implemented include: New bike lanes, improved lighting and street crossings to market

Example 2: Northeast Hartford, Connecticut

Topic	Integrating health in neighborhood sustainability plan development
Organizations	Community Solutions, Michael Singer Studios
Scope of the sustainability plan	<ul style="list-style-type: none">• Identifies key intersections to improve pedestrian safety• Explores ways to increase access to local park• Defines opportunities to reactivate vacant lots• Defines protection of street trees and electric service
Opportunities to maximize health benefits	<ul style="list-style-type: none">• Prioritize two intersections in community near schools• Consider marketable compost programs with corporate partners• Prioritize limiting “unproductive activity” on vacant lots through educational programming.
Through the HIA process...	Systematically included health in the plan development. Produced plan for specific further action and implementation.

Example 3: Community Investment Tax Credit Grant Program, Massachusetts

Topic	Funding for community development corporations
Organizations	Health Resources in Action, Metropolitan Area Planning Council, Massachusetts Department of Public Health
Key findings	<ul style="list-style-type: none">• The grant program would support continued or expanded services by CDCs.• Increased funding would enhance community organizing, outreach, and engagement, and people in the service area would experience related health benefits, such as improved mental health, and increased access to health care.
Sample recommendations	<ul style="list-style-type: none">• Encourage use of health data in future community investment plan documents for funding proposals.• Track how program supports healthy behaviors and other support services.
Through the HIA process...	<ul style="list-style-type: none">• Expanded the definition of community development to include community organizing and leadership development

The Value of HIA: Policymaker Reactions

“The HIA has helped neutralize conflict by bringing different groups and disciplines together.”

Janet Miller, Wichita city council member

“HIA helps me win. It does all the work on the front end; nobody is angry, because all the concerns have been addressed.”

Joe Cimperman, Cleveland City Councilmember

The Value of HIA: Policymaker Reactions

“The HIA revealed gaps in the data we needed to make good decisions.”

Stacie McIntosh, U.S. Bureau of Land Management

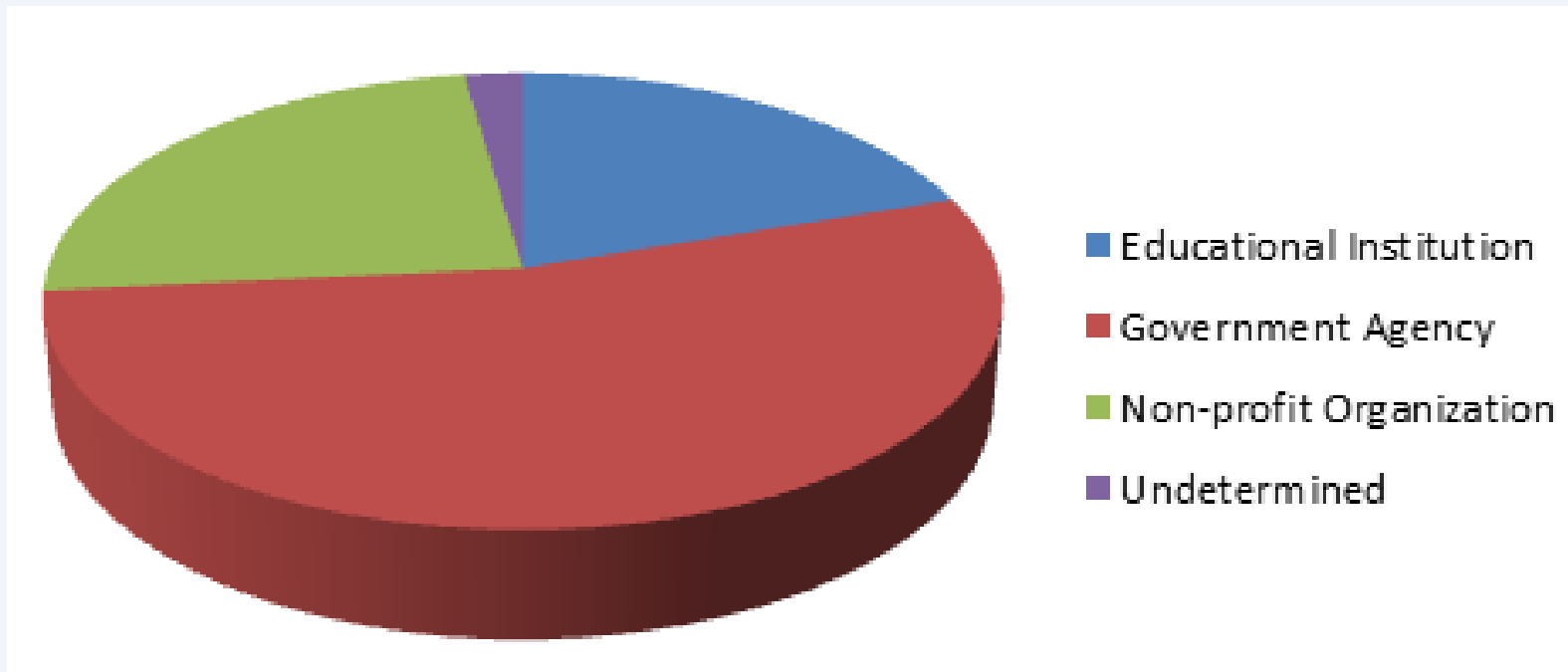
“HIA is a tool to help us figure out where to ... use limited resources to benefit the greatest number of people.”

Denise Provost, Massachusetts State Representative

How much does HIA cost?

- Cost can be scaled to fit available resources.
- Costs vary depending on project length, methods and depth of stakeholder engagement and analysis.
- Informal analysis shows range from a few thousand dollars to \$200,000.
- Health Impact Project typically funds from \$25K to \$150K.
- The primary expense is staff time.

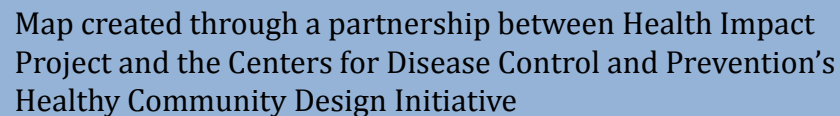
Who typically leads an HIA?



Different Ways for CDCs and CDFIs to Support or Participate in an HIA

- Lead
- Help screen for potential topics
- Serve on advisory committee
- Review and provide feedback on draft documents
- Fund (HIA, trainings, participation, implementation of recommendations, etc.)
- Provide data
- Monitor (for implementation of recommendations)
- Evaluate

HI 1



To learn more...

- Explore an interactive map : www.healthimpactproject.org.
- Attend the National HIA Meeting in Washington, DC in June 2015: www.nationalhiameeting.com.
- Visit the Society of Practitioners of HIA (SOPHIA) website: www.hiasociety.org.

HIA in the United States

Search our Interactive Map



Sort and analyze data on HIA's and understand their impact on supporting healthier communities in all regions of the country.

[View the Map >](#)

Thank you!

Website: www.healthimpactproject.org

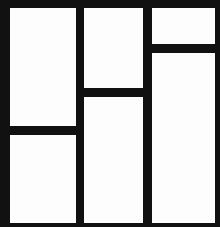
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The Low Income Investment Fund's Social Impact Calculator

Nancy O. Andrews, LIIF President and CEO

Low Income Investment Fund (LIIF)

- **National CDFI** with 30-year history of bridging capital markets and low-income communities
- **Breadth of work:** community investments, capital fund aggregation, policy advocacy, grant-making
- **Program areas:** affordable housing, equitable TOD, K-12 schools, early childhood education, community health clinics, fresh food

LIIF Impact

- \$1.5 billion invested
- 1.7 million people served
- \$30 billion in social impact from projects supported

Why Measure Impact?

- **Self-assessment:** Determine how well we are achieving our mission
- **Communication:** Develop better ways to express the value of our work
- **Capacity building/Innovation:** Stay current with latest work and research on outcomes/impact

Objectives and approach to developing a new impact tool

- Case-making tool to powerfully express our impact
- Express impact in monetary terms
- Easy to use and practitioner-friendly
- Leverages existing evidence, rather than generating our own
- Advance a broader conversation, beyond LIIF

Social Impact Calculator

- Impact by proxy approach
- 10 metrics across LIIF program areas
- Open source online platform

The screenshot displays the LIIF Social Impact Calculator interface. It features two main tabs: 'Early Childhood' and 'Education'. The 'Early Childhood' tab is currently selected, showing input fields for 'Increased food expenditures' and 'Preschool support for housing as a service'. The 'Education' tab is also visible, showing input fields for 'Improvements in Adult Health' and 'Societal Benefits'. The calculator shows a total of \$5,236,000 for the Early Childhood sub-total.

Early Childhood Subtotal: \$5,236,000

liifund.org/calculator

Advantages and Limitations

- Works for LIIF's institutional context
- Not using as a decision-making tool (yet)
- Not yet a proper SROI tool (no time value of \$, etc.)
- Evidence base that qualifies for this approach is limited (many criteria)

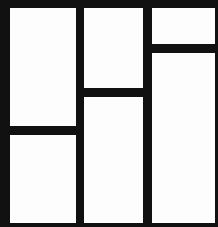
Looking Forward

- Enhance the tool: new metrics, refine methodology, increase usability
- Introduction to new partners, new capital, etc.
- Incorporate calculator into decision-making processes and financial products (potentially)

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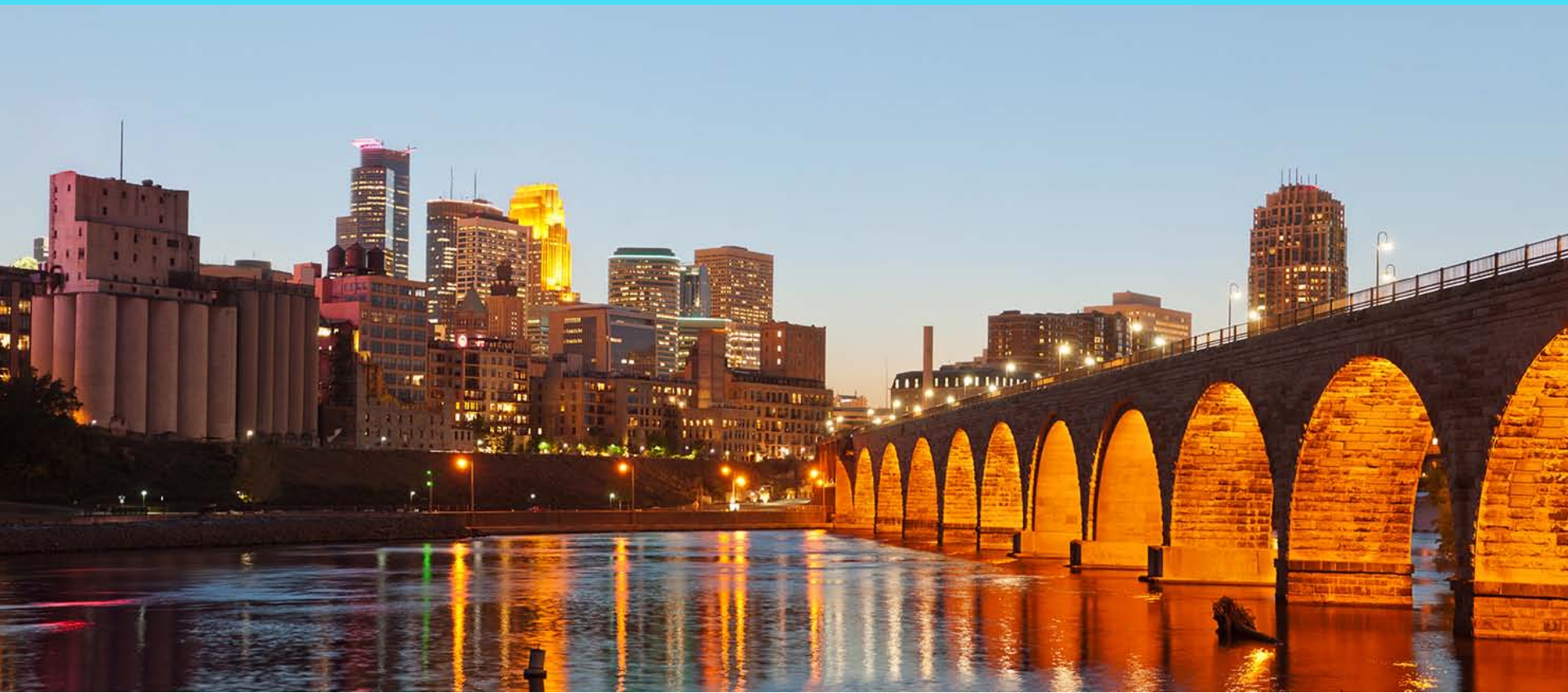
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Introducing the Build Healthy Places Network

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Build Healthy Places Network

Investing in Communities,
Transforming Lives



**COMMUNITY
DEVELOPMENT**

HEALTH

- Siloed work streams
- Underestimated value and impact of work
- Inefficient use of resources
- Policy roadblocks
- Unrecognized investment opportunities





Robert Wood Johnson Foundation

Healthy Communities Initiative

- Regional Federal Reserve banks
- Bringing together community development, investment and health sectors
- 18 meetings across the country since 2010



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RWJF Commission to Build a Healthier America

Recommendation #2. Fundamentally change how we revitalize neighborhoods, fully integrating health into community development.

- Support and speed integration of finance, health, community development
- Create incentives and performance metrics to spur collaboration
- Replicate promising, integrated models and invest in innovation



TRANSPORTATION

PUBLIC SAFETY

**COMMUNITY
DEVELOPMENT**

HEALTH

EDUCATION

HOUSING



**Build Healthy
Places Network**

Network's Mission and Vision

Mission

The national Build Healthy Places Network **catalyzes and supports collaboration across the health and community development sectors, together working to improve low-income communities and the lives of people living in them.**

The Network achieves its mission through research, convenings, managing a clearinghouse of resources and information, and connecting leaders, practitioners, policymakers, and investors across sectors.

Vision

Communities where everyone has the opportunity to live a rewarding and healthy life.



Robert Wood Johnson Foundation



OPPORTUNITYFINANCE NETWORK 

The Network's Role

Connecting audiences across sectors; facilitating two-way communications that is action-oriented and inclusive

Providing **access** to research, best practices, and models demonstration what works

Highlighting the **health-related value** and impact of community development work

Encouraging and enabling **measurement** of health-related impact



Purpose

Increase awareness

Increase capacity

Increase action across sectors

Sustain interest, action and connections across sectors



Network's Role in Encouraging Measurement

Measurement

Bigger Impact

More Innovation

Additional Investment

Effective Policy Design

**Healthier
Communities**



Network's Role in Encouraging Measurement

Provide a platform for outreach, education, and discussion

Share tools, systems, and stories of what works

Demonstrate how metrics are currently selected, used, and reported

Identify entry points for more easily using metrics in day-to-day programming

Identify gaps and overlaps in what is currently measured



Progress Toward Collaboration

**RWJF Commission
to Build a Healthier America**

 **OPPORTUNITY
FINANCE NETWORK**

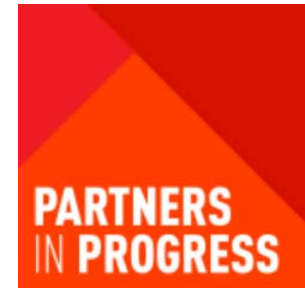
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SOCAP  **HEALTH**

June 25+26, 2014 The New York Academy of Medicine - New York, NY

CREATING THE MARKET THAT VALUES HEALTH



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AMERICA



Progress Toward Collaboration

- **NEW FUNDS CREATED**

- **Healthy Futures Fund**
- **Healthy Neighborhoods Equity Fund**



- **EXPANDING SOCIAL IMPACT BONDS**

- **Early Childhood:** South Carolina, Orange County, New York State, San Francisco
- **Diabetes:** New York State
- **Asthma:** Fresno and Alameda County, California
- **Special Education:** Salt Lake City, Utah

“I envision a time in the near future when our fields and the people who work in them do not need to make a special effort to develop partnerships because we will be working side by side...to improve the lives of all Americans. **In fact, we are likely to look back at this time and wonder why community development and health were ever separate industries.**”

Risa Lavizzo-Mourey,
President and CEO,
RWJ Foundation



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buildhealthyplaces.org



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