

RETHINKING HEALTH

PROMEDICA'S JOURNEY TO BECOMING AN ANCHOR INSTITUTION

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ProMedica

WHAT DO YOU THINK OF THIS HEALTH SYSTEM?

- 332 sites
- 4.7 million patient encounters system-wide
- 12 hospitals
- 334,000 lives covered by owned health plan
- 900+ employed physicians
- 2,300+ physicians with privileges
- Six ambulatory surgery centers
- 15,000+ employees
- 8,200 births
- 2,350+ licensed inpatient beds
- 90,000+ inpatient discharges
- 71,000+ surgeries
- 392,000+ ER visits
- 220,000+ home care visits
- 425,000+ rehabilitation therapy encounters
- \$4.1 billion total assets
- \$3.1 billion revenue
- Strong financial ratings
 - Moody's (Aa3); S & P (AA)

WHAT DO YOU THINK OF THIS COMMUNITY?

- Rated 99th out of 100 in Gallup Well-Being Index
- Nationally, fastest rate of poverty growth of a city of its size
- 70% of adults overweight
- 36% of low-income families concerned about having enough food
- Ranked 88th of 88 counties in state for infant mortality / low-birth-weight babies
- 28% of youth reported they felt sad or hopeless every day for 2 weeks or more in a row

WHAT DO YOU THINK OF THIS HEALTH SYSTEM NOW?

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How do we make a distinct impact relative to our resources?

SO WHAT IS “SUCCESS”?

Ohio Statistics

Overall Health Domains

HPIO/ Health Value Dashboard (2014)	40/47
America's Health Ratings (2015)	39/41
Commonwealth State (2015)	33/41
Gallup	47/40

- 26th in Adult Obesity
- 35th in Childhood Obesity
- 19.6% are smokers
- 49th Infant Mortality, now 46th

Local

- 70% of adults are obese
- 69% graduation rate
- 19% tobacco users
- 18% of adults rate health as poor

Health Systems/Hospitals

- Catholic Health Partners
- Cincinnati Children's
- Cleveland Clinic
- Dayton Children's
- Henry Ford
- Kettering
- Nationwide Children's
- OhioHealth
- Ohio State University
- Premier
- ProMedica
- Rainbow Babies
- Tri-Health
- University of Michigan

Local Health Systems/Hospitals

- ProMedica
- Mercy Health Partners
- University of Toledo Medical Center
- St. Luke's Hospital

ESSENTIALS OF WELL BEING



Source: Gallup, Well Being

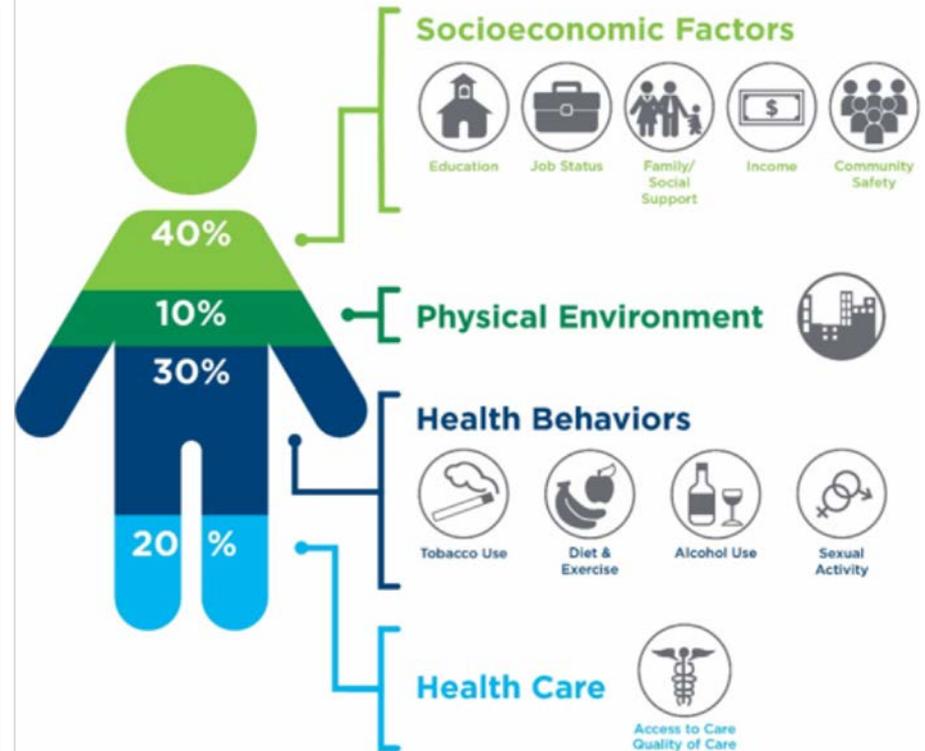
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“Community well
being ...
can actually be
the differentiator
between a good
life
and a great one.”
- Well Being

GOING BEYOND OUR CLINICAL WALLS ...

20 percent
of health
and well being
is related to
access to care and
quality of services



Source: Institute for Clinical Systems Improvement; Going Beyond Clinical Walls: Solving Complex Problems, 2014

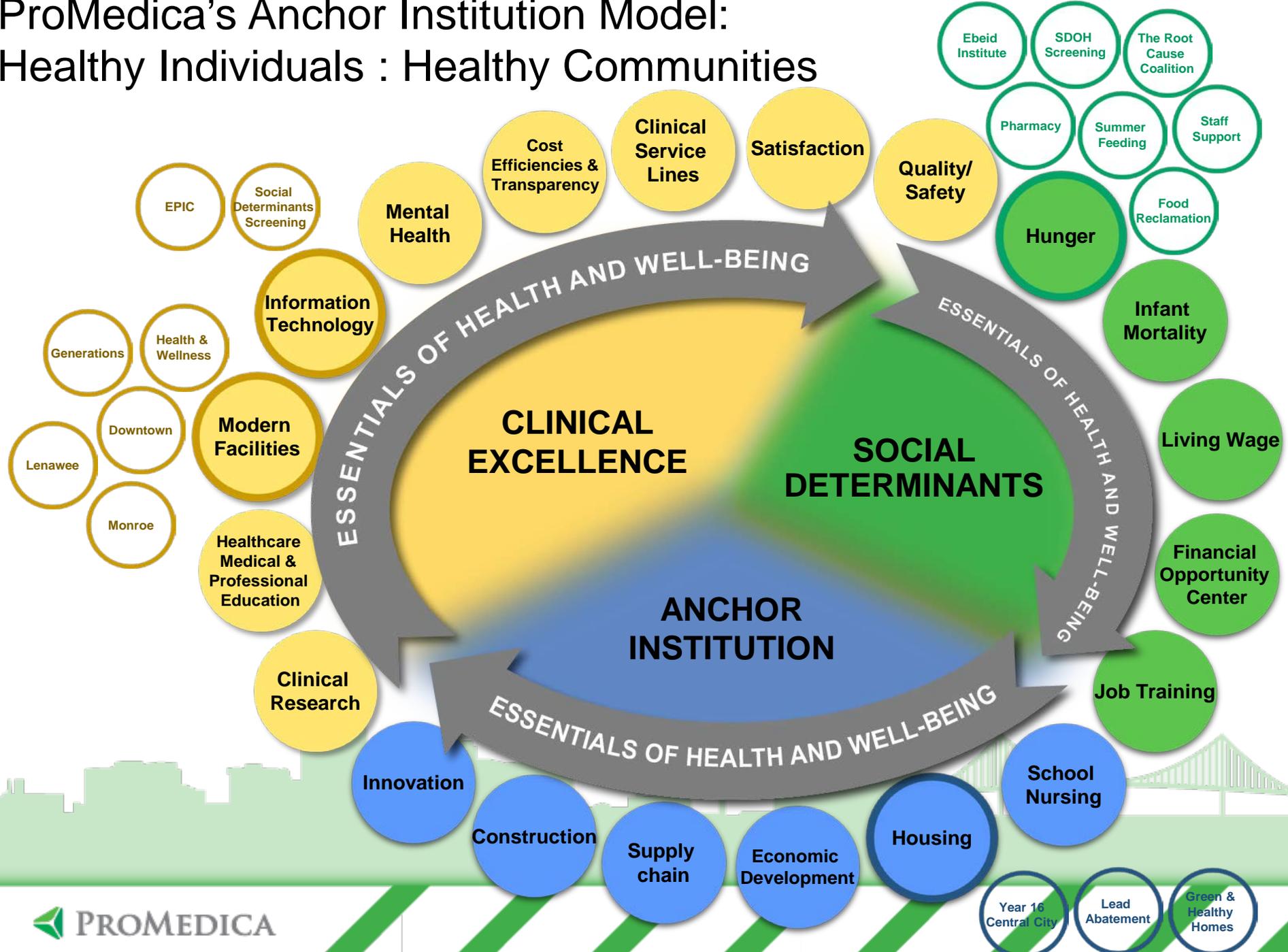
Major (OECD) countries spend \$1.70 on social services for each \$1 of health services— United States spends \$0.56.

The allocation of spending
(not just total investment) may be
key to improving health
outcomes.

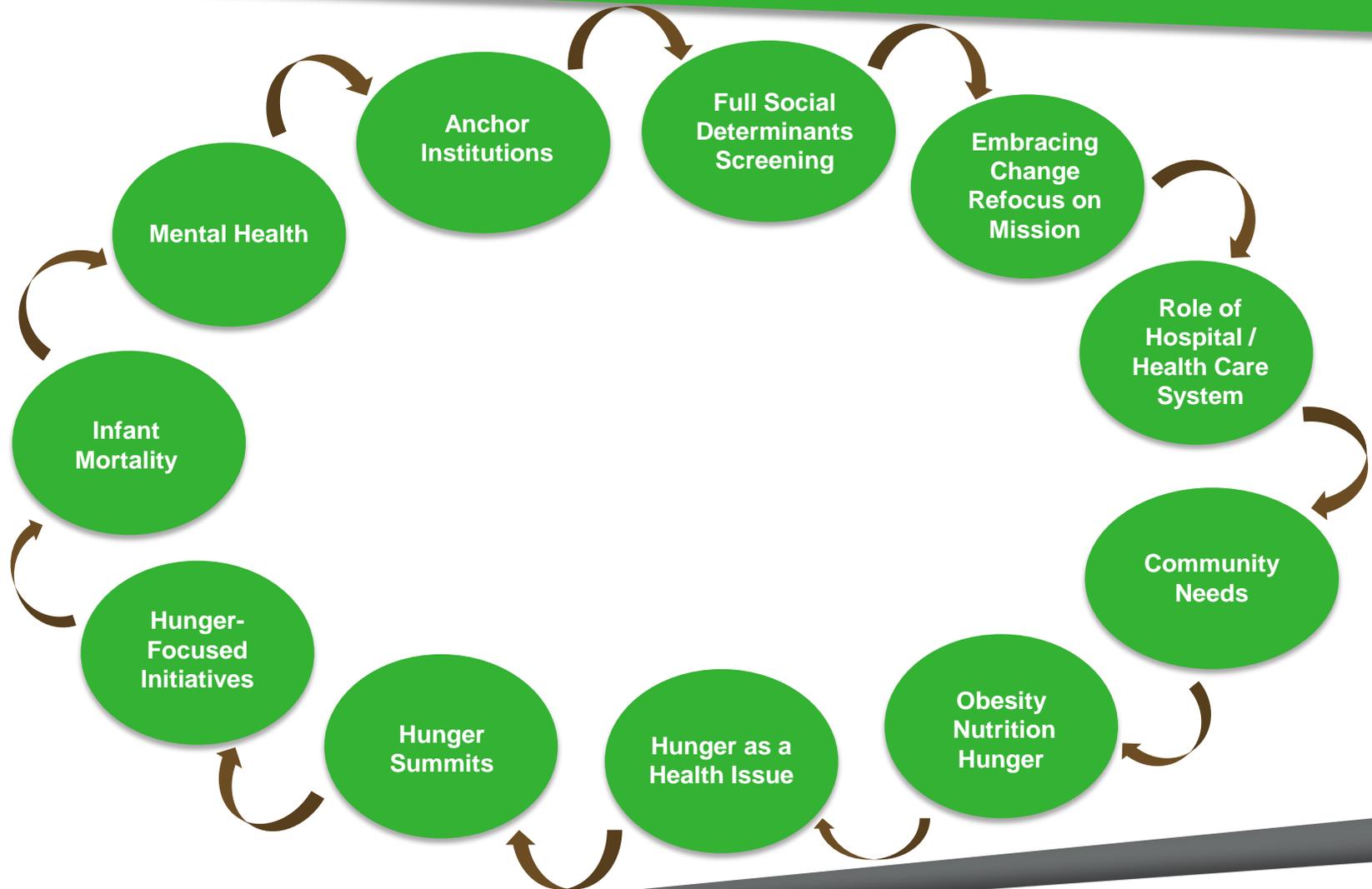
ANCHOR INSTITUTION MODEL

An **Anchor Institution Model** is more than the sum of individual community engagement programs – it is a **mission** developed **to address a tenacious community challenge** and implemented to permeate an institution culture and **change the way we do business**

ProMedica's Anchor Institution Model: Healthy Individuals : Healthy Communities



PROMEDICA'S JOURNEY EMBRACING OUR MISSION AS A ANCHOR INSTITUTION



HUNGER IN THE U.S.

- 13% of U.S. households are food insecure
- 19.5% of U.S. households with children are food insecure
- 30.3% of U.S. households – single moms with children
- 31% of seniors cut or skip meals due to lack of resources
- 24% undocumented workers
- 91% people returning from prison
- Almost 75% of SNAP recipients are seniors, disabled or working parents.
- SNAP benefits are often exhausted before the end of the month

ECONOMIC IMPACTS OF HUNGER

- The cost of hunger to our nation is at least **\$167.5 billion.**
- Healthcare costs alone related to hunger nationwide are **\$130.5 billion** annually.
- The annual cost of hunger to every U.S. citizen is on pace to amount to roughly **\$42,400 per citizen** over a lifetime.

HUNGER AS A HEALTH ISSUE

25 Highest MSA Rates of Food Hardship for Households with Children, 2014-2015

MSA	Food Hardship Rate	Rank
Columbia, SC	30.6	1
Dayton, OH	29.4	2
Chattanooga, TN-GA	28.2	3
Winston-Salem, NC	27.2	4
Greensboro-High Point, NC	26.8	5
Tucson, AZ	26.5	6
Bakersfield, CA	25.9	7
Lakeland-Winter Haven, FL	25.9	8
New Haven-Milford, CT	25.6	9
Memphis, TN-MS-AR	25.4	10
Fresno, CA	24.4	11
Louisville/Jefferson County, KY-IN	24.4	12
New Orleans-Metairie, LA	23.7	13
El Paso, TX	23.6	14
Scranton-Wilkes-Barre-Hazleton, PA	23.5	15
San Antonio-New Braunfels, TX	23.4	16
Allentown-Bethlehem-Easton, PA-NJ	22.8	17
Las Vegas-Henderson-Paradise, NV	22.7	18
Orlando-Kissimmee-Sanford, FL	22.7	18
Tulsa, OK	22.5	20
Augusta-Richmond County, GA-SC	22.5	20
Nashville-Davidson-Murfreesboro-Franklin, TN	22.5	20
Akron, OH	22.5	20
Tulsa, OK	22.5	20
Toledo, OH	22.3	25

More than 1 in 5 families with children experience food hardship in Toledo

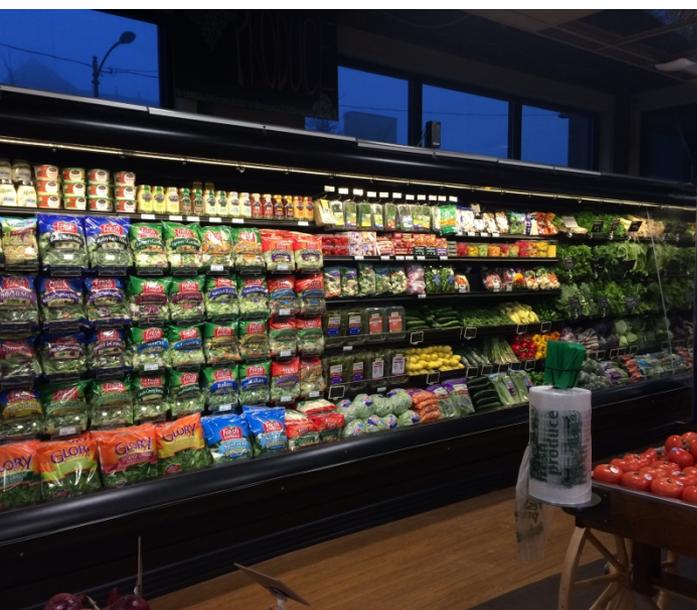
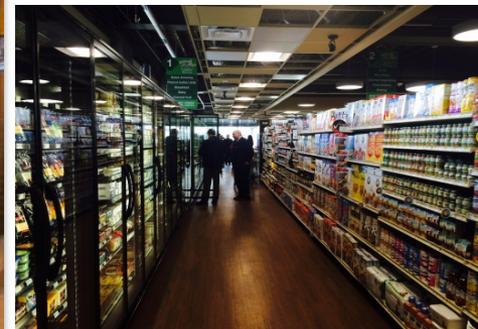
Hunger Screening Research Study 2016 statistics	
Screened:	57,244
Screened positive:	2,243
Average age:	50
Number of new food pharmacy clients:	1,100

Of 4,000 Medicaid patients completing screen and food pharmacy referral:

- Reduced ED usage (3%)
- Reduced readmission rates (53%)
- Increased primary care visit rate (4%)

Hunger Screening – Short Term Food Packages – Food Pharmacies – Food Reclamation – Weekend Back Pack – Summer Feeding Program – Food Bags for Staff

EBEID INSTITUTE



- Food market – 1st Floor
- Teaching kitchen – 2nd Floor
- New Call Center – 3rd Floor
- Job training/career skills
- Financial literacy classes
- Parenting classes
- Nutrition counseling
- Diabetes education
- Block by block community empowerment/improvement

WELL CONNECTED.

FINANCIAL OPPORTUNITY CENTER



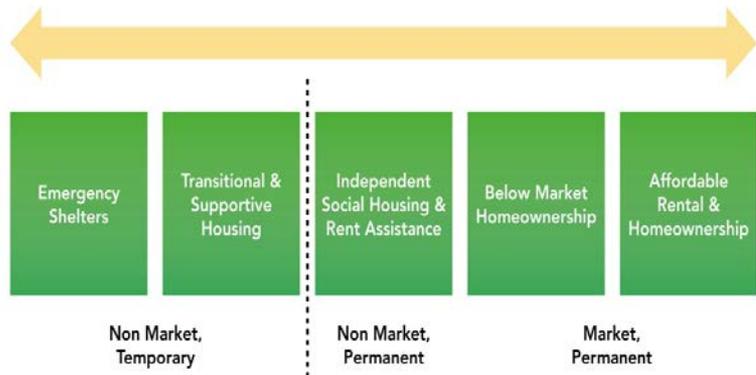
- **Casey Foundation Center for Working Families Model**
- **FREE financial coaching & education**
- **Debt management, Credit building**
- **Employment readiness training**
- **Housing**

- **208 served, 40 ProMedica Employees**
- **52% has seen coach 5 times or more**
- **48% increase in net income**
- **15% increase in credit score**
- **\$88,190.00- Approved Income Supports**
- **\$195,413.00- Federal Tax returns**
- **9 opened savings or checking account**
- **10 purchased a new car, 3 with cash and 7 approved loans**
- **21 approved for credit card (to build credit)**
- **Settled student loan & major medical debt**



HOUSING

Housing Continuum



Green & Healthy Homes

- Integrate health and housing providers to ensure healthy housing.
- Model ROI: **70%** fewer asthma-related client hospitalizations, **76%** fewer asthma-related client ED visits



Central City Home Ownership

- Partnered with Key Bank, LISC, National Equity Fund
- Stabilize 700 LIHTC affordable units
- 200 residents to homeownership
- Employee Assisted Housing- 30 Families
- Habitat for Humanity builds and rehab

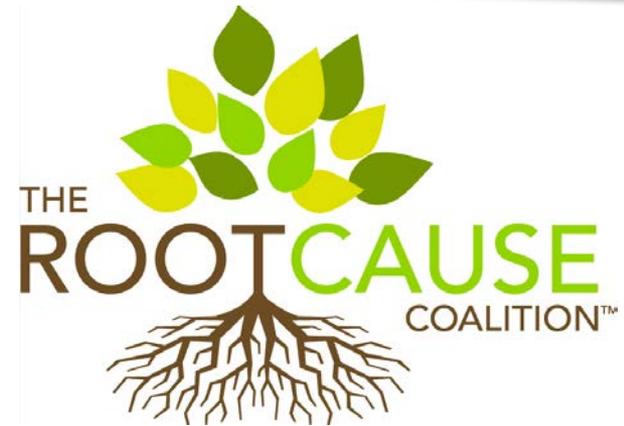
Lead Paint

- 3,433 Toledo children are predicted to have lead poisoning
- Photo of 18 month old boy, DJ, seen for a routine well visit at CHS
- 0-3.5 micrograms per deciliter is CDC acceptable range
- DJ-52.5 mcg/dl lead level



THE ROOT CAUSE COALITION

- New 501(c)3, formed October 2015
- Founding members: ProMedica and AARP Foundation
- Goals: Research, Advocacy, Education
- 20+ Members
- National Summit – Louisville, KY October 9-10, 2017



New Downtown ProMedica Campus

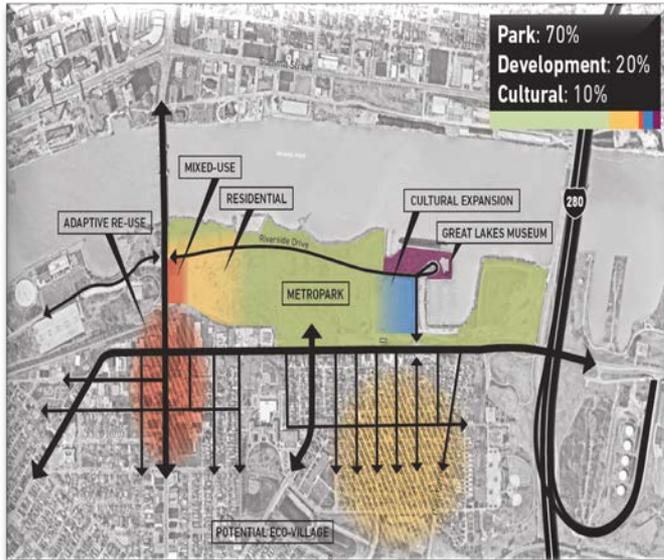
Downtown revitalization



DOWNTOWN REVITALIZATION

- ProMedica Headquarters - \$40 million
- Colony Area - \$120 million (120 room hotel, 200+ apartments, 100 bed assisted living and memory care unit)
- Marina District - \$30 million (370 apartments, restaurant)
- Marriott Renaissance - \$31 million (240 rooms, 125 employees)
- Fort Industry Square- \$50 million (89,000 usable sq ft)
- Tower on the Maumee - \$30 million in phase I (100+ construction jobs)
- Chop House - \$2.5 million (100 jobs)
- Metro Parks – \$3.7 million in site development
- Lathrop – TBD (6,000 sq ft, moving 40 employees)
- Hart – TBD (20,000 sq ft, moving 60 employees)
- Convention Center – TBD

MARINA DISTRICT, FT. INDUSTRY SQUARE, MARRIOTT RENAISSANCE HOTEL, 22ND CENTURY COMMITTEE AND DOWNTOWN TOLEDO DEVELOPMENT CORPORATION (DTDC)



Intended to

- Provide leadership to a strategic direction to help facilitate revitalization of Toledo's downtown urban core
- Help to enhance partnerships and collaboration between the private and public sector

DTDC Policies and Strategies

- Advance a better connected downtown
- Establish downtown housing incentives
- Identify Strategic Redevelopment and infill sites (Uptown Green and Four Corners)
- Conduct a parks master plan
- Conduct a Convention Center study
- Business/Economic Development Plan

DTDC Catalytic Projects

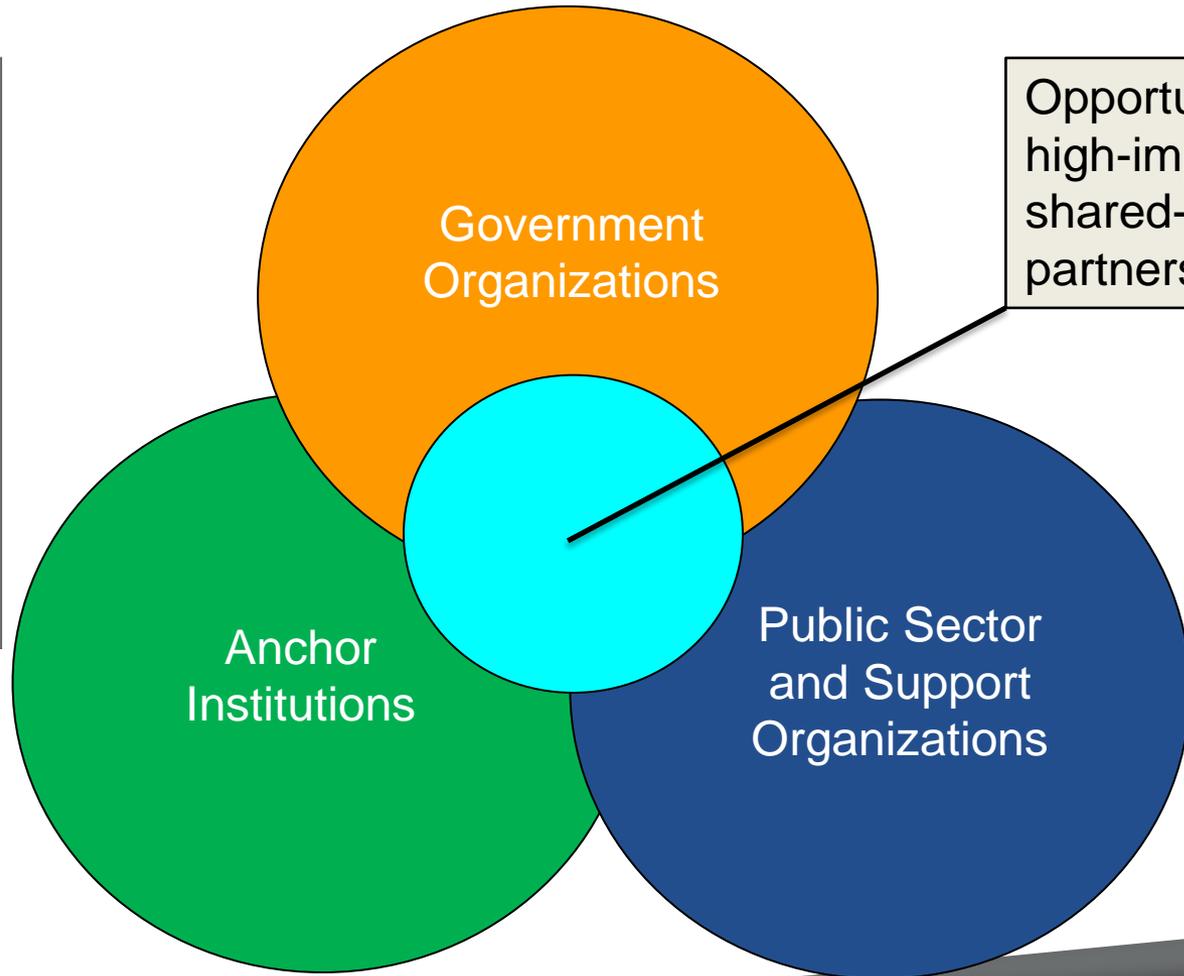
- Complete the Riverfront Promenade
- Advance the Nautical Mile concept
- Acquire/activate the marina district site
- Establish an incubation and innovation center downtown
- Activate Summit Street
- Implement bike plan, starting with Jefferson Avenue Cycle Track
- Create a walkable city – need destinations to walk to

PARTNERS IN COLLABORATION

Shared Value

“Policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates... Shared value is not social responsibility, philanthropy or even sustainability, but a new way to achieve economic success.”

- Michael Porter



Opportunities for high-impact, shared-value partnerships

We need to pay as much attention to the social determinants of health as we do to achieving clinical excellence.

QUESTIONS FOR HEALTHCARE...

- What do we believe our role/obligation should be in addressing the social determinants of health?
- What are our key priorities within our four walls/outside our four walls?
- How might local human services and health programs partner with health systems to achieve improved coordination of care, lower costs, and improve community health?
- Have we aligned our philanthropy efforts with the issues that are most pressing to our patient population and/or the broader community?
- How do we measure success?

“The difference
between a good life
and a great life is ...
the community.”

- Well Being

