

LONG BRANCH HEALTH ENTERPRISE ZONE STRATEGIC PLAN

Introduction and Background

The Long Branch Health Enterprise Zone (HEZ), inspired by the Maryland Health Enterprise Zone program, submitted a proposal to the State in November 2012. The State did not fund the proposal, but deemed it “fundable,” meaning that with minor modifications the proposal is worthy of support and that representatives from the Department of Health and Mental Hygiene would meet with the lead applicant to discuss what funding could potentially be available.

A planning retreat was convened by CHEER in March 2013 prepared the following Strategic Plan to prioritize the activities so that the HEZ can focus its efforts most effectively. The attached document provides detailed notes from that retreat.

Vision for the Health Enterprise Zone

A rough summary of the HEZ vision, including the vision statement from the proposal and thoughts during the retreat is: *An interlinked, multi-sectoral, community healthcare system that integrates all the pieces of the health system, including health literacy and the social determinants of health (such as housing, economic opportunity, social connections, and equity), into an integrated whole able to focus on priorities. This system will produce measurable improvements in population health, patient experience, and reduced health care system costs.*

Action: Develop a more complete vision statement through vision development exercises in various settings within the community. Steering Committee should synthesize all contributions so that it encompasses and reflects the shared vision of all in the community.

Top Priority HEZ Activities

In the near term HEZ should focus its programs to leverage its resources and engage in activities that serve diverse population and are culturally competent. Suggested criteria for selecting this focus are:

Suggested Criteria for Selecting High Priority Activities (in order of importance)		
1	Leverage Resources	Does it leverage other community resources?
2	Diverse Populations	Does it have diverse target populations?
3	Cultural Competency	Does it provide culturally competent services that meet people where they are?
4	Hard to Reach	Does it reach hard-to-reach populations?
5	Vision/ Holistic	Does it advance overall goals and vision of the HEZ? Does it contribute to a balanced, holistic and comprehensive system.
6	Funder Friendly	Does it fit with funder criteria? Is there money around for this?
7	Cost Effective/ Cost Benefit	Do the benefits exceed the costs? Is it using the most cost effective approach?
8	Many Illnesses	Could it impact multiple illnesses?
9	Evaluation & Feedback Loop	Does it have a consumer feedback and evaluation aspect? Will we be able to tell if it is working?
10	Do Easily	Can it be implemented easily?
11	Evidence-based & Creative	Is it using evidence-based best practices (creative and innovative)?

12	Obama Care	Does it support the expansion of health care access and improved health care quality under the new federal health care reform law and related regulations?
13	Sustainable, Long-term	Is it sustainable over the long term?
14	Quick Success	Would it have immediate impact, clear positive outcome in short time leading to success to build on?

Per these criteria, the top priority programs for the HEZ from the original proposal are:

Community Health Improvement Process: Engage residents in community improvement processes that lead to greater awareness of health and social determinants of health and encourage them to participate in strategies that address these.

Healthy Takoma Fitness Program: Provide quality programs designed to address obesity establishing measurable weight reduction outcomes through increased physical activity.

Healthy Eating Long Branch Prescription Program: Coordinate the work of health care providers seeking to support improved diet among patients at risk of diabetes with local farmers markets that also honor SNAP and WIC benefits.

Long Branch Health Promoters Program: Coordinate health promoters serving Long Branch; recruit and train health promoters; and link at risk populations to health care, health and wellness activities and social support.

Suggestions for new Programs

The HEZ will develop a new program:

Community Health Outreach Workers: Outreach and engagement program to reach people who need help getting health insurance under health care reform. This would engage in training and deploying community health outreach workers who would provide information and referral and assistance to uninsured individuals and families that might not be aware of the new health care exchanges or other health access opportunities available to them.

The HEZ will also develop a data system to identify medical “hotspots”: This is a data sharing exchange that draws data from medical records and other information to determine small geographies or sub populations where medical needs and costs are high. This information is used to better target interventions that improve health and lower costs. This is modeled after the [hotspotting program](#) developed by the Camden Coalition of Health Care Providers in New Jersey

The HEZ will also consider new programs under two new categories. The first are programs that address diseases other than diabetes that are of high concern to the community, such as behavioral health programs. The second are programs that address the social determinants of health.

Collective Impact

In pursuing its programs The Long Branch Health Enterprise Zone will use the Collective Impact framework recently articulated in a series of articles in the Stanford Social Innovation Review by

John Kania and Mark Kramer.¹ The Collective Impact framework guides multiple stakeholders to collaboratively address complex social problems to achieve system wide results that no single organization could achieve alone. According to Kania and Kramer successful collective impact initiatives typically have five conditions that together produce true alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations.

The following summarizes the HEZ strategy for each category in the context of and with a focus on the HEZ top priority programs.

Factor 1: Common Agenda

- Develop the vision statement, as described above.
- For each high priority HEZ program, ensure that all stakeholders are present.

Factor 2: Common Measurement

- Advocate funding of a Montgomery County data collaborative under the guidance of the National Neighborhood Indicators Project/ Urban Institute
- Create a “Hotspot” data system like the one in Camden New Jersey. This will be a data sharing exchange that draws data from medical records and other information.
- Conduct Focus Group discussions to get in depth information on conditions in the community.
- Conduct a community wide survey on health indicators to create and measure baseline health conditions.
- A State Department of Health and Mental Hygiene grant may be incorporated to bridge private and public health information.
- Review and utilize needs assessments from local groups and hospitals. Hospitals, the County minority health initiatives, and other local groups have conducted community health needs assessments in Montgomery County.
- CHEER networks and develops relationships to facilitate data sharing

Factor 3: Mutually Reinforcing Activities

- CHEER reconvene regular meetings of the HEZ Steering Committee to coordinate activities in relation to top priority HEZ programs.
- HEZ acts as a planning/coordinating agency to reduce fragmentation and duplication of efforts and develop integrated data system (see common measurement above). – assuming funding for backbone agency support for CHEER and PCC.
- CHEER researches and applies for grant funding to coordinate efforts and act as HEZ backbone agency (not programming efforts)
- CHEER develops “work plan” and asks for support in implementation from local agencies
- CHEER pursues funding to implement current proposal
- Coalition partners pursue funding for HEZ coordination allocated to HEZ backbone organization.

¹ “Collective Impact” by John Kania and Mark Kramer, Stanford Social Innovation Review, Winter 2011, pp.36-41

- Convene a meeting to coordinate community health workers for Long Branch and Takoma Park (i.e. zip codes 20903 & 20912)

Factor 4: Communication

- Organize HEZ as a Membership/Federation (Chamber of Commerce model)
- Conduct Information sharing events that on community health context with public officials
- Create a mechanism for dynamic communication between members to expand collaborative communication this will include:
 - Forum
 - Listserv
 - Directory
 - Membership
 - Foundation
 - transparency of services and information – overlap and gaps
 - language/culture
 - technology knowledge and access
 - location access – available transportation
- Expand the collaborative effort to include business and community involvement (public/private partnerships) and volunteers.

Factor 5: Backbone Organization

- CHEER and representatives of the HEZ Coalition Partners together will serve as backbone organization to support the HEZ
- CHEER and HEZ Coalition partners will pursue funding to support building backbone organization
- CHEER will identify human resources necessary to staff the HEZ
- CHEER will build HEZ infrastructure to coordinate and communicate with Coalition partners and community organizations and members.

At the conclusion of the retreat participants articulated the following next steps

- Strategic Plan: Write up the strategic plan and make available for comment before the Steering Committee meets. Get input from stakeholders prior to meeting.
- Funding: Look at options for seeking funds Including look at Kresge, Consumer Health Foundation, Health Care Initiative Foundation, Kaiser. PCC should also go back to the State and inquire about funding.
- Reconvene the steering committee, to consider and adopt the strategic Plan.

Potential Funders/

- Kaiser Permanente
- Health Care Initiative Foundation
- Consumer Health Foundation
- Kresge Foundation
- City of Takoma Park
- Montgomery Count
- State

Resources:

- Local Businesses (Long Branch Business League, Takoma Langley Crossroads CDA, Old Takoma Business Association)
- Private public partnership
- King Connections
- Kaiser Permanente
- Health Care Initiative Foundation
- Consumer Health Foundation
- City of Takoma Park
- Montgomery County government
- HEZ Coalition Partners
- HEZ Committees: Administration, Programs, Data and Evaluation, Steering Committee, Funding/Budget Committee
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- Silver Spring Regional Services Center,