



# When Hospitals Deliver More Than Health Care

April 19, 2018



The John A. Hartford  
Foundation



The  
COMMONWEALTH  
FUND



Robert Wood Johnson Foundation



Special thanks to the Five Foundations  
Collaborative for their support of today's  
webinar



# Building Community Health and Well Being Grantmakers in Aging

Randy Oostra  
President and CEO  
ProMedica

# What do you think of this health system?

- 332 sites
- 27 Counties in OH & MI
- 13 hospitals
- 584,000+ Paramount insurance members
- 950+ employed physicians and providers
- 2,300+ physicians with privileges
- 1,260+ ProMedica Health Network members
- Six ambulatory surgery centers
- 17,000+ employees
- 8,200+ births
- 2,350+ licensed inpatient beds
- 338 continuum service beds
- 1.6 million PCP & Specialist Encounters (PPG)
- 90,000+ inpatient discharges
- 71,000+ surgeries
- 392,000+ ER visits
- 53,200+ Urgent Care Visits
- 220,000+ home care visits
- 425,000+ rehabilitation therapy encounters
- 40+ Boards, Committees/Councils, Foundations
- 460+ Volunteer Board Members
- \$14 million raised through Philanthropy
- \$180+ million in community benefits
- \$4.1 billion total assets
- \$3.5 billion revenue
- Strong Investment-Grade Debt Ratings: A1/AA- (Stable)

# What do you think of this community?

- Rated 99<sup>th</sup> out of 100 in Gallup Well-Being Index
- 70% of adults overweight
- 36% of low-income families concerned about having enough food
- Ranked 69<sup>th</sup> of 88 counties for health outcomes
- Large race disparity for infant mortality / low-birth-weight babies
- Ranked 5<sup>th</sup> for concentrated, extreme poverty in the country
- 28% of youth reported they felt sad or hopeless every day for 2 weeks or more in a row
- 29% children living in poverty
- Highest number of homeless students in public school system in the state

# What do you think of this health system now?

- 332 sites
- 13 hospitals
- Six ambulatory surgery centers
- 2,350+ licensed inpatient beds
- 338 continuum service beds
- 584,000+ Paramount insurance members
- 900+ employed physicians and providers
- 2,300+ physicians with privileges
- 15,000+ employees
- 90,000+ inpatient discharges
- 71,000+ surgeries
- 8,200+ births
- 422,000+ rehabilitations therapy encounters
- \$3.1 billion revenue
- Strong financial ratings

- Rated 99<sup>th</sup> out of 180 in Gallup Well-Being Index
- 70% of adults overweight
- 36% of low-income families concerned about having enough food
- Ranked 69<sup>th</sup> of 88 counties for health outcomes
- Large race disparity for infant mortality / low-birth-weight babies
- Ranked 5<sup>th</sup> for concentrated, extreme poverty in the country
- 28% of youth reported they felt sad or hopeless every day for 2 weeks or more in a row
- 29% children living in poverty
- Highest number of homeless students in public school system in the state

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

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

## Health and well being determinants

- 332 sites
- 13 hospitals
- Six ambulatory surgery centers
- 2,350+ licensed inpatient beds
- 338 continuum service beds
- 584,000+ Paramount insurance members
- 900+ employed physicians and providers
- 2,300+ physicians with privileges
- 15,000+ employees
- 90,000+ inpatient discharges
- 71,000+ surgeries
- 8,200+ births
- Strong financial ratings
- Rated 99<sup>th</sup> out of 100 in Gallup Well-Being Index
- 70% of adults overweight
- 36% of low-income families concerned about having enough food
- Ranked 69<sup>th</sup> of 88 counties for health outcomes
- Large race disparity for infant mortality / low-birth-weight babies
- Ranked 5<sup>th</sup> for concentrated, extreme poverty in the country
- 28% of youth reported they felt sad or hopeless every day for 2 weeks or more in a row
- 29% children living in poverty
- Highest number of homeless students in public school system in the state

# Health and Well-being Determinants

Your  
Community  
Issues

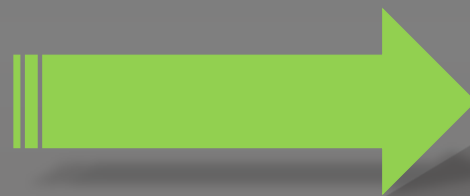
Your  
Health System's  
Priorities

Your  
Organization,  
Community  
Priorities



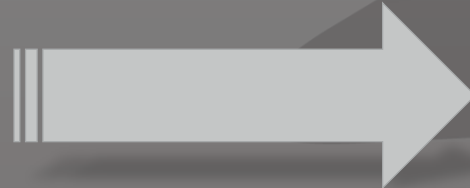
# Essentials of well being

Career well being



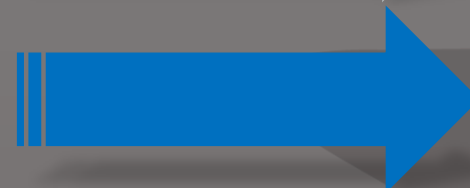
Love of what we do everyday

Social well being



Quality of our relationships

Financial well being



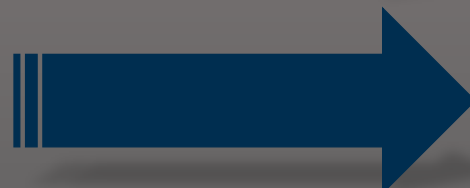
Security of finances

Physical well being



Vibrancy of our physical health

Community well being



What we have contributed to our community



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

<b>1929</b>	Hospitals in Texas form Blue Cross health plan
<b>1939</b>	California hospitals created Blue Shield
<b>1940</b>	9% of Americans have some form of health insurance
<b>1945</b>	National Health Insurance/Social Security Private insurance expands
<b>1946</b>	Hill Burton Private Insurance expands
<b>1950</b>	50% of Americans have some form of health insurance
<b>1960</b>	66% of Americans have some form of health insurance
<b>1965</b>	Medicare and Medicaid established Diagnosis Related Groups created Private insurance expands
<b>1970s</b>	HMOs created
<b>1980s</b>	Healthcare inflation outpaces national GDP
<b>1993</b>	Clinton "Health Security Act" universal health care, employer model
<b>1997</b>	Balanced Budget Act <ul style="list-style-type: none"> <li>• Reimbursement reductions for Medicare</li> <li>• SCHIP</li> </ul>
<b>2010</b>	Affordable Care Act
<b>2016</b>	15 million healthcare employees Triple Aim / Population Health / Value-Based care
<b>2017</b>	Repeal and Replace ACA Discussions
<b>2023</b>	
<b>2039</b>	

**GDP**

**5%**

**9.2%**

**12.5%**

**17.6%**

**19.3%**

**22%**

**How did we  
get here?**

# Impact

- 17.9% (2016) of GDP today will be 19.7% in 2026
- People cannot afford basic care
- 1/3 of people skip care, prescriptions due to cost
- Healthcare costs are a significant issue with the general public
- It is the No. 1 cause of bankruptcy
- Lack of primary care/mental health resources
- No liquid assets to pay deductibles
- 70% have seen flat/falling incomes (05 to 14)
- Higher percent report material hardship
- Higher percent of chronic ill do not get support they need
- 1 in 10 seniors in the U.S. live below the federal poverty line
- Higher percent in poorer health
- Inequities in care
- Medicare will grow from 49 to 79 million
- Medicaid will grow from 60 to 95 million
- Did ACA really change model?
  - 20-25 Million insured under ACA
  - Greater drop in uninsured rate among adults in Medicaid expansion state
  - Future?
- Senate now in process of repeal and replace ACA
- 50,000 die: alcohol, opioid, other drug overdose
- True Population Health = Social Determinants Screening/Action

# So what is “success”?

## Ohio Statistics

	Overall Health Domains
HPIO/ Health Value Dashboard (2014)	40/47
America's Health Ratings (2018)	32/41
Commonwealth State (2017)	32/41
Gallup	47/40

- 26th in Adult Obesity
- 35th in Childhood Obesity
- 19.6% are smokers
- 49th Infant Mortality, now 38th

## Ohio Health Systems/Hospitals

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

## Local Statistics

- 74% of adults are obese
- 60% graduation rate
- 20% tobacco users
- 18% of adults rate health as poor
- Infant Mortality Racial Disparity:  
1.6 Caucasian, 16.8 for African Americans

# Impact of hunger on health

- Hungry people are 2.9 times more likely to be in poor health and have a higher likelihood of chronic conditions
- They are also 2.45 times more likely to be obese as a result of poor nutrition
- Newborns are 1.81 times more likely to be underweight, often leading to lifelong development and chronic conditions
- Experiences with hunger had a negative impact on the health of children 10 – 15 years later
- Children who are hungry are 4 times more likely to need professional counseling
- Hungry teens are 5 times more likely to commit suicide

# Hunger Map



# Hunger in the U.S. / Toledo

- 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

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 is a major health crisis!



# ProMedica food insecurity services provided in 2017

- Screened 561,718
- Food Pharmacy: 29,808 people served
- Pre-packed food bags in Primary Care Practices: 583
- Employee Food Assistance: 1,024
- Meals at Hospital Discharge: 1,341
- Food Reclamation: 315,816 pounds of food
- Summer feeding program
- Market on the Green

# Screening questions and integrated workflow in EHR

Time taken: 0950 7/12/2016 Show: Row Info Last Filed Details All Choices

Values By Create Note

**Screening questions**

Hunger Screening

Within the past 12 months we worried whether our food would run out before we got money to buy more.  Often True  Sometimes True  Never True  Unable to Assess

Within the past 12 months the food we bought just didn't last and we didn't have money to get more.  Often True  Sometimes True  Never True  Unable to Assess

Restore Close F9 Cancel

**Progress notes**

**Mick Jagger**  
7/12/2016 Food Pharmacy  
MRN: 9999100059

Description: 72 year old male  
Provider: Chloe Plummer, LD  
Department: Wic Food Pharmacy

**Diagnoses**  
Food insecurity  
Z59.4

**Reason for Visit**  
Reason for Visit History

**Progress Notes**

**Progress Notes by Chloe Plummer, LD at 7/12/2016 10:19 AM**

Author:	Chloe Plummer, LD	Author Type:	Registered Dietitian	Filed:	7/12/2016 10:27 AM
Note Status:	Signed	Cosign:	Cosign Not Required	Note Time:	7/12/2016 10:19 AM
Editor:	Chloe Plummer, LD (Registered Dietitian)				

The patient was given a two week supply of food for a family of four. Low sodium diet items were given to the patient to meet the needs of family members within the household.

**Standing order instructions**

Order Review - Open Orders

Status	Status	Order	Remaining	Expected	Expires
Future	Future	Echo complete w/ contrast	1/1	05/02/2016	5/2/2017 2359
Future	Future	CT angiogram abdomen	1/1	05/03/2016	5/3/2017 2359
Future	Future	Chemistries includes GFR, serum	1/1		5/3/2017 2359
Future	Future	CT abdomen and pelvis with and without	1/1	05/03/2016	5/3/2017 2359
Future	Future	Echo complete w/o contrast	1/1	05/05/2016	5/5/2017 2359
Future	Future	IB ultrasound abdomen limited	1/1	05/09/2016	5/9/2017 2359
Future	Future	Fluoroscopic arthrogram ankle left	1/1	05/12/2016	5/12/2017 2359
Future	Future	Echo T2	1/1	05/17/2016	5/17/2017 2359
Future	Future	CT abdomen without contrast	1/1	06/16/2016	6/16/2017 2359
Future	Future	CT pelvis without contrast	1/1	06/20/2016	6/20/2017 2359
Future	Future	MRI knee right with contrast	1/1	06/25/2016	6/25/2017 2359
Future	Future	MRI knee left with contrast	1/1	06/25/2016	6/25/2017 2359
Future	Future	CT chest with contrast	1/1	06/28/2016	6/28/2017 2359
Standing	Standing	Ambulatory referral to Food Pharmacy	5/6		1/12/2017 2359

Default Date: 7/12/2016 Department: ProMedica Physicians Family Medicine Internal Medicine Pediatrics Sports Medicine Ordering/Authorizing: Physician Family Medicine, MD

Ambulatory referral to Food Pharmacy (Order 1482008)  
Outpatient Referral  
Order: 1482008

Standing Order Information  
Remaining Occurrences: 5/6

Report: Order Report

# Patient engagement with food pharmacy reduces healthcare costs

	Positive Screen - <b>Food Pharmacy</b>		Positive Screen - <b>No Food Pharmacy</b>	
	6 Months Before First Food Rx Visit	6 Months After First Food Rx Visit	6 Months Before First Positive Screen	6 Months After First Positive Screen
Condition	PMPM Cost	PMPM Cost	PMPM Cost	PMPM Cost
<i>All</i>	<b>\$1,241</b>	<b>\$849</b>	<b>\$828</b>	<b>\$1,062</b>
Hypertension	\$1,493	\$980	\$920	\$1,277
Hyperlipidemia	\$1,498	\$858	\$812	\$1,054
Depression	\$1,710	\$873	\$897	\$945
Diabetes	\$1,975	\$1,368	\$880	\$1,476

# Are we asking the right questions?

## We do ...

Ask about and encourage exercise . . .

Ask about and encourage people to lose weight . . .

Check vital signs . . .

Check a child's growth . . .

Physical examinations . . .

Provide education to patients . . .

Criticize patients who fail to show up for appointments . . .

## But we don't ...

Ask about safety in neighborhoods

Ask about their diet and ability to secure healthy food

Screen for mental health

Look for signs of toxic stress

Ask about their insurance information

Ask if they can't read

Ask if they have transportation

# PROMEDICA'S JOURNEY IN SOCIAL DETERMINANTS OF HEALTH

Community Health Needs Assessment | Healthcare Reform | ProMedica's Mission, Vision & Values

Obesity Maps

The beginning of ProMedica's journey in social determinants of health

Hunger as a Health Issue

**Interventions**

- Food at Discharge**  
Provided 1,341 meals at discharge
- Food Reclamation**  
315, 816 pounds of food has been packaged and distributed
- Market on the Green**  
total customers to date 42,139
- Food Clinic**  
53,533 people served
- Financial Coaching**  
343 individuals served, 25% realized increase in income

**The Root Cause Coalition**  
ProMedica + AARP Foundation

**\$50 Million Ebeid Promise**

**National Social Determinants of Health Institute**

**Tenacious Problems**

- Food Deserts
- Access to Affordable Housing
- Infant Mortality

**SDOH Screening 28,400 Total Screens**

- Food Screening**  
561,718 screens
- Depression Screening**  
75,362 screens
- Infant mortality**  
20,501 screens

**Integrated Health & Well-Being Organization**

**New Model of Health Care**  
Clinical + Social + Anchor

- Clinical
- Social Determinant
- Anchor Institution
- Community Health

**Catalytic Community Economic Investments**

Equity | Thriving Local Businesses | Economic Development | Innovations

During this journey, our community has joined us in investing in our region's future. Some of those projects include:

- Renaissance Hotel
- Convention Center Expansion
- Partnerships with the Arts
- The Chop House
- Barry Bagels
- Colony Development
- Marina District Development
- Fort Industry Square Development
- Adrian Michigan Angel Fund
- Defiance Industrial Park
- And more to come

**= Totaling \$750 M to Date**

## BUILDING NATIONAL REPUTATION

Education | National Summit | Advocacy | Research

Metrics | Strong Neighborhoods | Living Wage, Inclusive Local Hiring, Job Training | Healthy Affordable Housing

Collective Impact | Place Based Investing | LISC \$35 Million | School Nurses

October Research Conference | Social Determinants of Health Training | Research | Demonstrate SDOH Impact

Job Goal x Funds = Stronger Communities

**JOIN US AND OUR SDOH JOURNEY CONTINUES**

**STRONGER COMMUNITIES**  
PROMEDICA

# What's Our Mission?

## Mission Statement Definition:

- Short Statement of an Organizations Purpose, AIMS, Values, & Identifies Your Scope of Operation
- An Expression, made by It's Leaders, of Their Desires & Intent for the Organization
- Purpose is to Focus and Direct the Organization
- Your Theory of Change and Strategic Plan is the “How”

## Why Do We Exist?

# Clinical Excellence —

- Keep Me Safe
- Heal Me
- Be Nice to Me



## COMMITTED TO YOUR HEALTH.

NOW AND FOR FUTURE GENERATIONS.

ProMedica leads the region by earning the nation's most prestigious recognitions for its clinical excellence. You can rely on our commitment to quality, today and tomorrow.

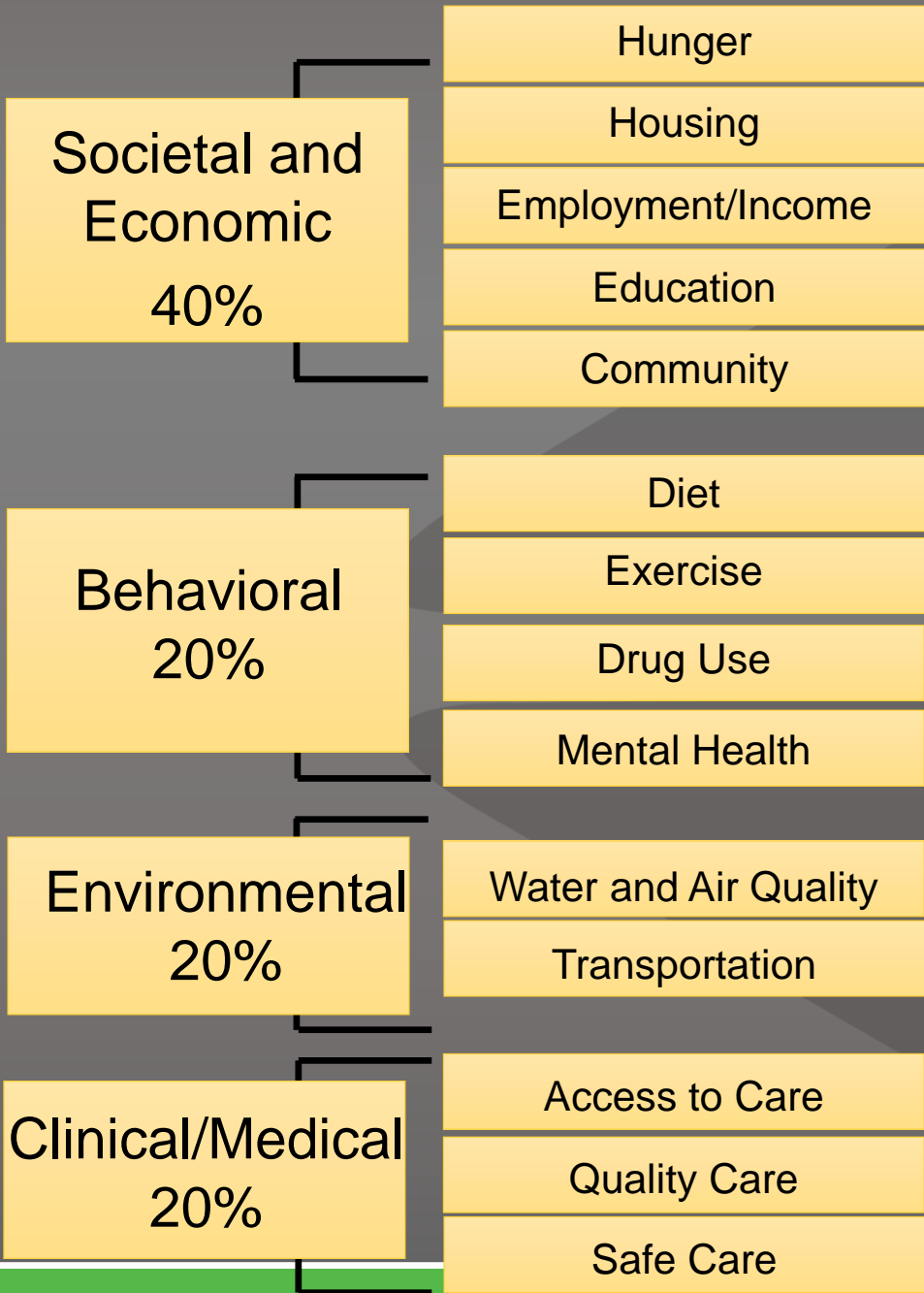


- **2017 AMERICA'S 100 BEST U.S. HOSPITALS\***  
(Top 2% in nation)  
*ProMedica Toledo Hospital*
- **50 TOP CARDIOVASCULAR HOSPITALS**  
Truven Health Analytics 2016  
*ProMedica Toledo Hospital*
- **100 GREAT COMMUNITY HOSPITALS** – Beckers 2016  
*ProMedica Flower Hospital*
- **2017 DISTINGUISHED HOSPITAL FOR CLINICAL EXCELLENCE\*** (Top 5% in nation)  
*ProMedica Flower Hospital*
- **COMPREHENSIVE STROKE CENTER CERTIFIED**  
(First hospital in Toledo) The Joint Commission and American Health Association/America Stroke Association  
*ProMedica Toledo Hospital*
- **LEVEL 1 TRAUMA CENTER** – Committee on Trauma of the American College of Surgeons  
*ProMedica Toledo Hospital*
- **50-YEAR ACADEMIC AFFILIATION WITH THE UNIVERSITY OF TOLEDO COLLEGE OF MEDICINE**
- **EXCLUSIVE REGIONAL PARTNER WITH CLEVELAND CLINIC CANCER CENTER**
- **2016 PATIENT SAFETY EXCELLENCE AWARD\***  
*ProMedica Herrick Hospital*
- **SILVER COMMITMENT TO EXCELLENCE AWARD**  
The Partnership for Excellence  
*ProMedica Memorial Hospital*
- **2016 DISTINGUISHED HOSPITAL AWARD FOR CLINICAL EXCELLENCE\*** (Top 5% in nation)  
*ProMedica Monroe Regional Hospital*
- **2017 AMERICA'S 100 BEST HOSPITALS FOR JOINT REPLACEMENT\***  
*ProMedica Wildwood Orthopaedic and Spine Hospital (Division of ProMedica Toledo Hospital)*
- **2016 GOLD PLUS ACHIEVEMENT AND HONOR ROLL AWARDS FOR STROKE CARE**  
American Heart Association / American Stroke Association  
*ProMedica Bixby Hospital*
- **2017 STROKE CARE EXCELLENCE AWARD\***  
*ProMedica Bay Park Hospital*
- **TOP 10% NATIONALLY FOR OVERALL QUALITY**  
Consumer Assessment of Healthcare Providers and Systems (CAHPS) scores  
*ProMedica Hospice*
- **50 HOSPITALS AND HEALTH SYSTEMS WITH INNOVATION PROGRAMS** – Beckers Hospital Review 2016  
*ProMedica Innovations*
- **2016 GUARDIAN OF EXCELLENCE AWARD®**  
Press Ganey  
*ProMedica Defiance Regional and Wildwood Orthopaedic and Spine Hospitals*
- **TOP 25 HOSPITALS IN OHIO** (2016 – 2017)  
U.S. News & World Report  
*ProMedica Toledo Hospital*

The Commission on Cancer of the American College of Surgeons granted Accreditations with Commendation to the cancer programs at ProMedica Bixby, Flower, Toledo and Toledo Children's Hospitals.

ProMedica Weight Loss Surgery Center is fully accredited by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program of the American College of Surgeons and the American Society of Metabolic and Bariatric Surgery.

# Four Factors of Health and Well-Being

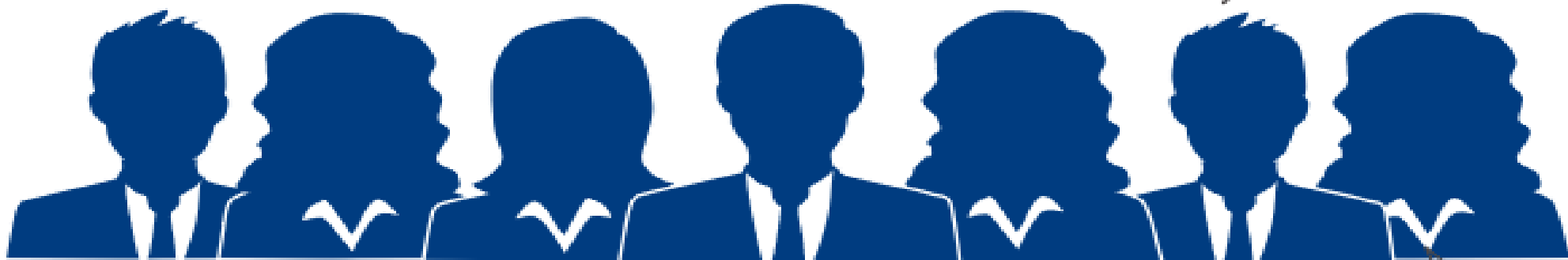




Not our job!

Not paid to do it!

No way to follow-up!



Aren't you just boiling the ocean?

We should use this money on more staff!

Too busy taking care of patients!

# Going beyond: Ebeid Center



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

# Credit Adjustments, Inc.

- Call-Center
- Commitment to hire from neighborhood
- Second chance hiring
- 58 current jobs
- 500 future jobs

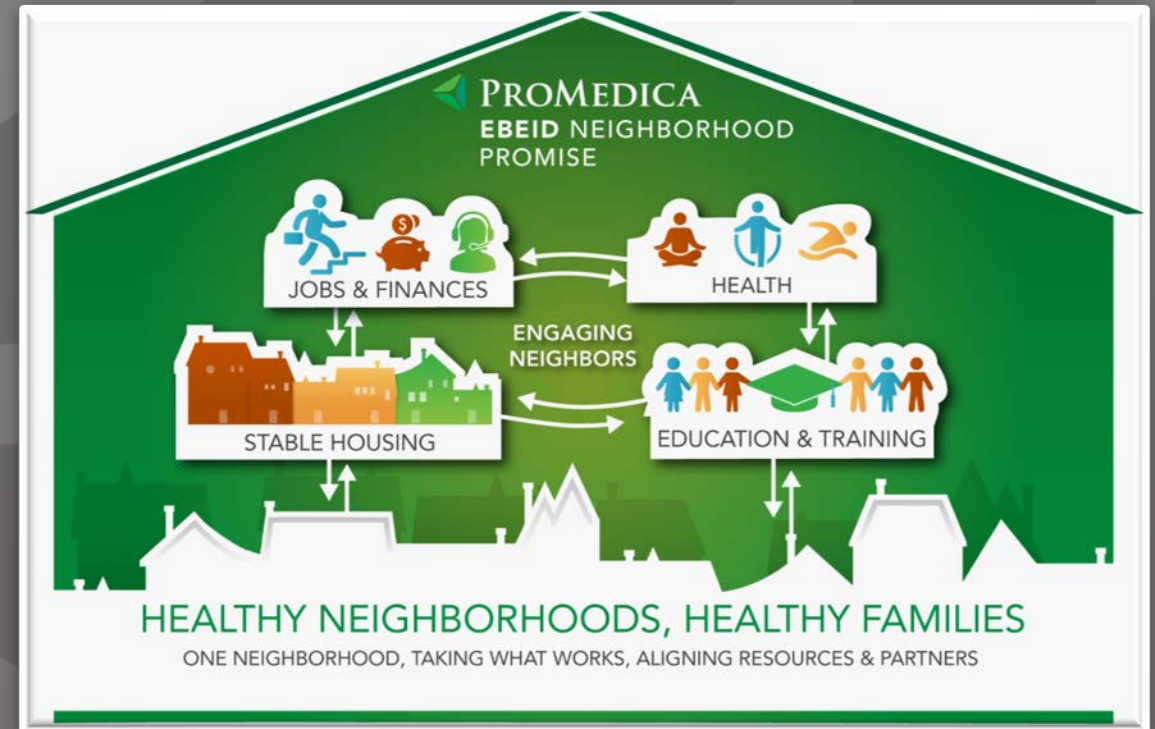
# Financial opportunity center - 2017

- Casey Foundation Center for Working Families Model
- FREE financial coaching & education
- Debt management, Credit building
- Employment readiness training
- Housing
- Digital Literacy
- Soft Skills
- 343 individuals served
- 52% has seen coach 5 times or more
- 25% increase in net income
- 13% increase in credit score
- \$88,190.00- Approved Income Supports
- \$300,000- 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



# The Ebeid Promise

- Catalytic, \$50 million, 10 year commitment to neighborhood revitalization
  - Transforming Toledo neighborhoods and assisting other regional communities in ProMedica footprint
- National model of how to revitalize communities
- CDFI Investment: Additional \$75-125M loan pool for housing development, schools, business support
- Partnership with LISC



# 27 New FTE's

- 6 Financial Opportunity
- 7 Community Health Workers
- 4 Community Builders- AmeriCorps with Arts Commission
- Anchor Mission Workforce
- 5 Job Coaches
- Homeless Prevention Specialist
- Senior Services Coordinators



# Ebeid Neighborhood Promise Metrics

## Housing



- Home Value Trends
- # of Families Assisted
- # of Side Lot Transfers

## Education



- 3<sup>rd</sup> Grade Reading
- 3<sup>rd</sup> Grade Math
- Graduation Rate
- Kindergarten Readiness

## Jobs/Income



- # Job Created
- Median Income
- % Participants Settling Debt
- Taxes Refunded
- % Participants Building Credit

## Health



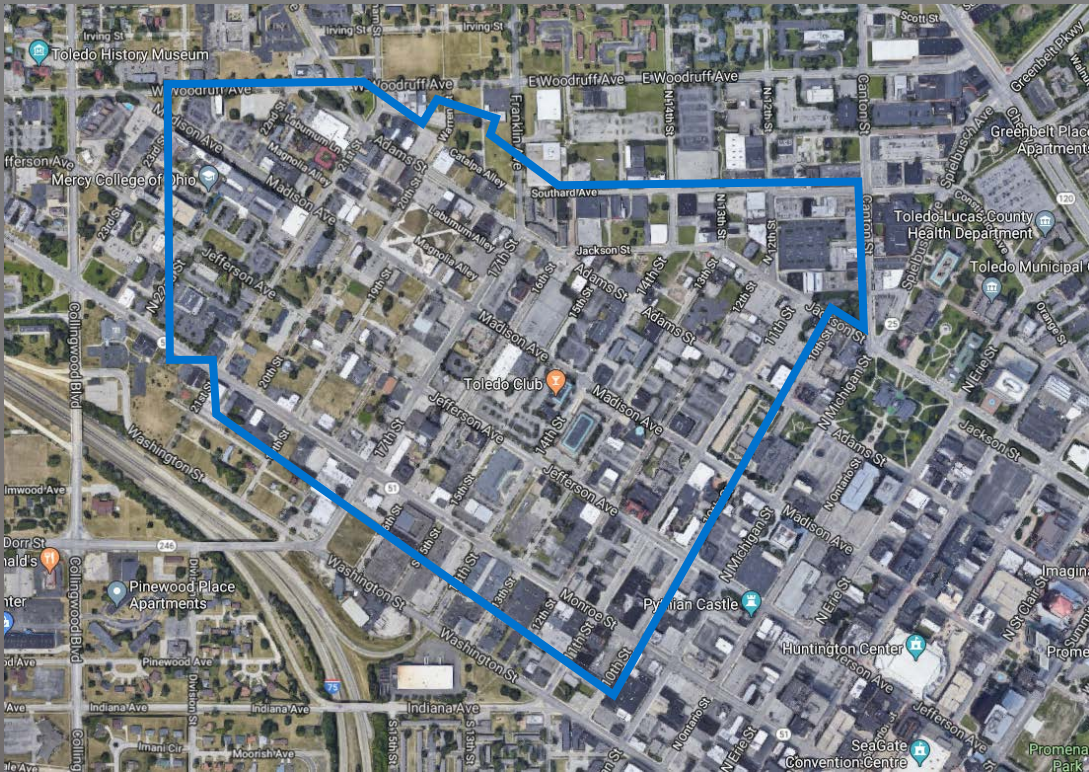
- ER Use
- PMPM
- Readmit Rates
- Infant Mortality
- Access

## Safety



- Homicides
- Safety
- Resident Leadership
- Robberies

# Uptown Neighborhood



- High Poverty
- 70% live in rental housing
- Of the renting population, 33% do not have an automobile
- \$20,299 Median HH Income
- High patient costs
- Higher discharges
- Higher ED visits
- Higher Non-Admit ED Visits
- Double rate of babies born at low-birth weight
- Higher readmission rates



# National Social Determinants of Health Institute

- Care delivery model now includes SDOH
- Measuring SDOH impact on outcomes, cost & utilization
  - pmpm, chronic conditions, discharges, ED visits, non-admit ED visit
- Research Projects- NIH funding submission
  - Cardiology
  - Trauma
  - Endocrinology
  - Surgery
  - Oncology
  - Vascular
  - Quality & Safety Scores
  - Patient Experience
- Training Next Generational of Learners to Address SDOH
- SDOH Research Conference, October 27<sup>th</sup> in Toledo

# Social Determinants of Health Research Center

## Current Research

- Community Partnerships to Reduce Infant Mortality Identification of Social Determinants of Health Leads to Referrals to Community Resources
- Gender and Racial Differences in Social Outcomes Among Adult Patients with Acute Heart Failure
- NIH R01 Submission: Screening Social Determinants of Health in a Comprehensive Healthcare System; Relationships between Food Insecurity and Health Outcomes
- NIH R13 Submission: Social Determinants of Health Collaborative: Research and Community Solutions for Health Equity
- Review of social determinants of health screening data among patients diagnosed with or being treated for vascular disease
- Review of social determinants of health screening data among patients diagnosed or being treated for cancer
- Comparing positive SDOH screens to negative SDOH screens among patients undergoing routine cervical cancer screening
- Comparing positive SDOH screens to negative SDOH screens among patients undergoing routine breast cancer screening
- Neonatal Abstinence Syndrome
- Does Participation in a Food Pharmacy Program Affect the Severity of Food Insecurity Compared to Patients Receiving Standard Community Resources?
- Lead Paint Poisoning in Children
- Do patients with more positive SDOH indicators have more advanced cancer at time of diagnosis?
- Once diagnosed and on treatment, how many patients with positive SDOH screens miss treatments?
- Surgical non-show rates among patients that screen positive for SDOH



# The Root Cause Coalition

- New 501(c)3, formed October 2015
- Founding members: ProMedica and AARP Foundation
- Addressing the social determinants of health
- Focus: Research, Advocacy, Education
- 40+ Members



**3rd Annual National Summit on the Social Determinants of Health  
October 8-9th, 2018  
Sheraton, New Orleans, Louisiana**

# Social Determinants of Health Screening

- Food Insecurity Screens: 561,718
- SDOH Screens: 28,400
- Screen all inpatients & outpatients by end of 2018
- New pilot for screening employees on 7/1/18

55% had positive needs identified

- 39% of those screened had needs in four domains or more
- 87% of those screened had a high motivation score
- Top needs:
  - Financial Strain
  - Behavioral Health
  - Food

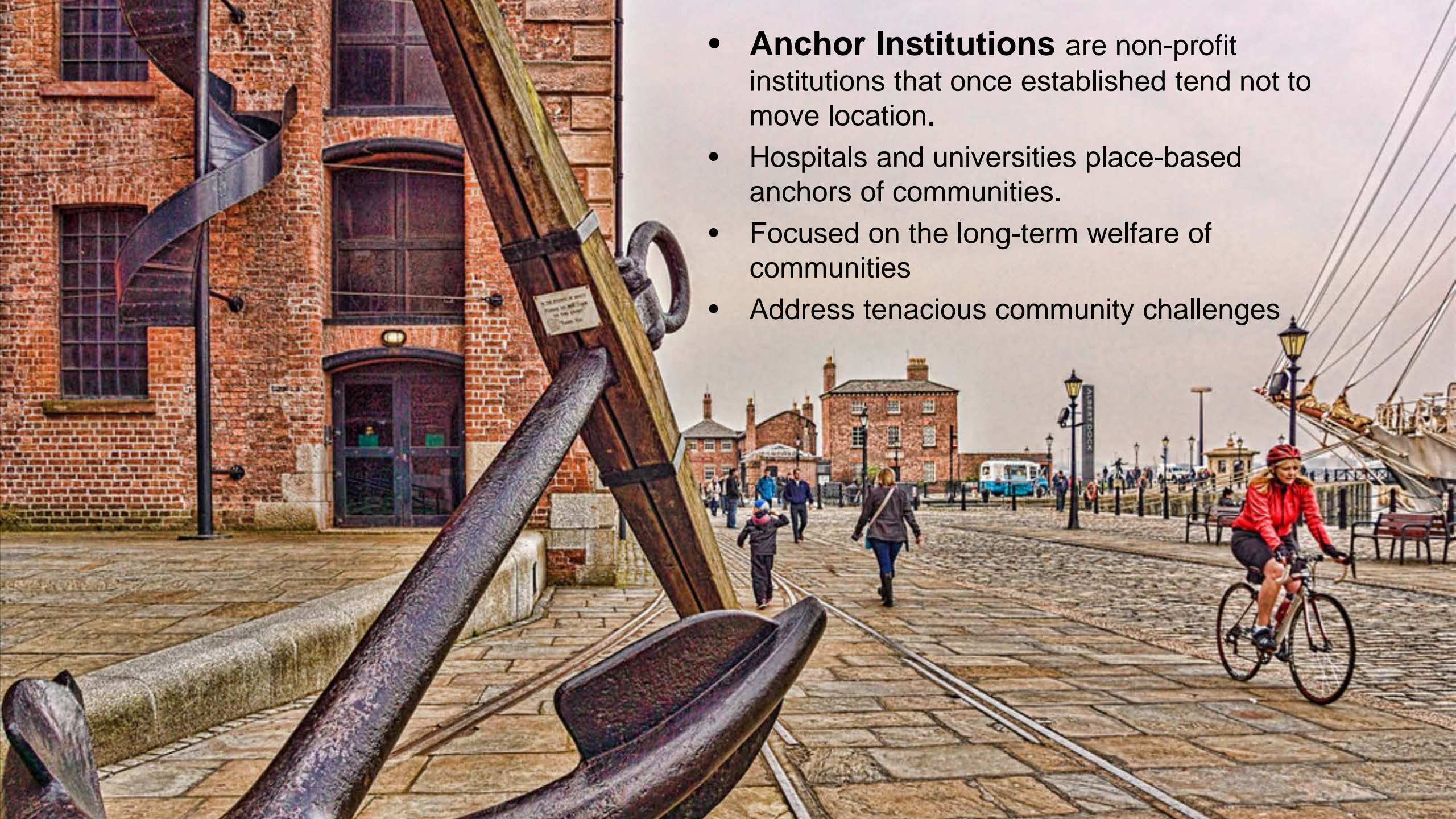
- Housing
- Transportation
- Food Insecurity
- Utilities
- Personal Safety
- Behavioral Health
- Financial Strain
- Child Care
- Health Literacy
- Training and Employment

# THE PATH TO HEALTH & WELL- BEING



# The Cost of Social Determinants

- Total Budget \$8M
- Total Revenue \$7.2M
  - Foundation/grant
- Impact to Operating \$873K

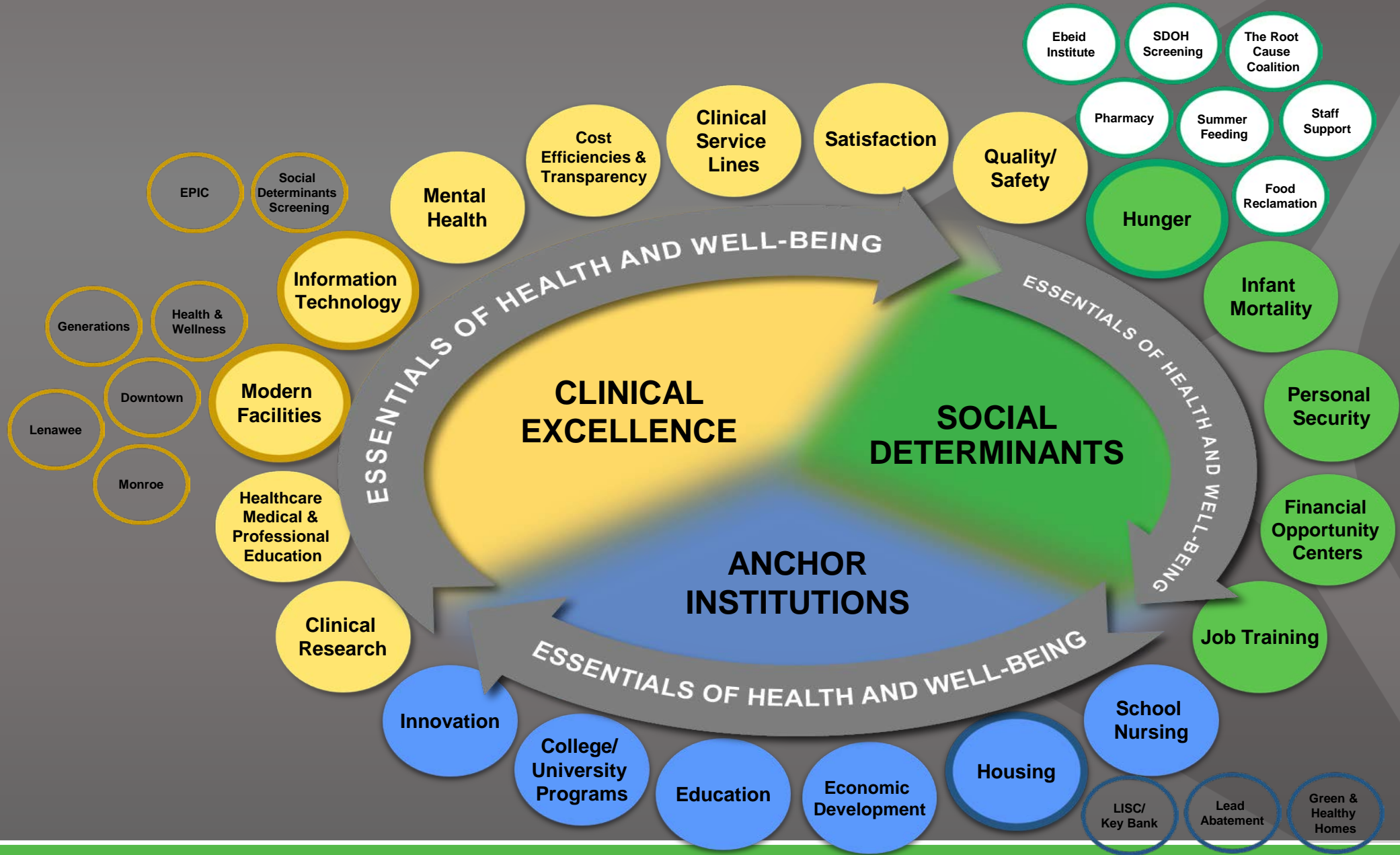


- **Anchor Institutions** are non-profit institutions that once established tend not to move location.
- Hospitals and universities place-based anchors of communities.
- Focused on the long-term welfare of communities
- Address tenacious community challenges

# Changing “I” to “We” – Illness to Wellness

- Economic development
- Local purchasing
- Minority access
- Access to arts/culture
- Community investment
- Affordable housing
- Financial services
- Educations access and success
- Public safety
- Healthy neighborhoods
- Environmental stewardship





# Housing

## Housing Continuum



## 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
- 0-3.5 micrograms per deciliter is CDC acceptable range
- DJ-52.5 mcg/dl lead level

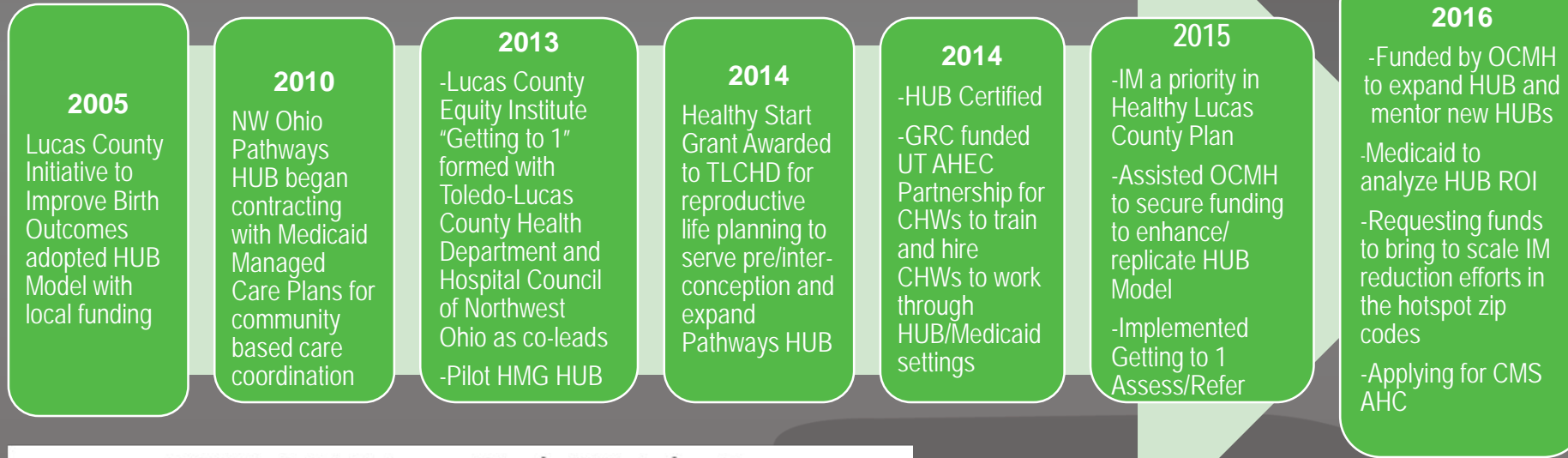


Image of 18-month-old boy, DJ, seen for a routine well visit at CHS

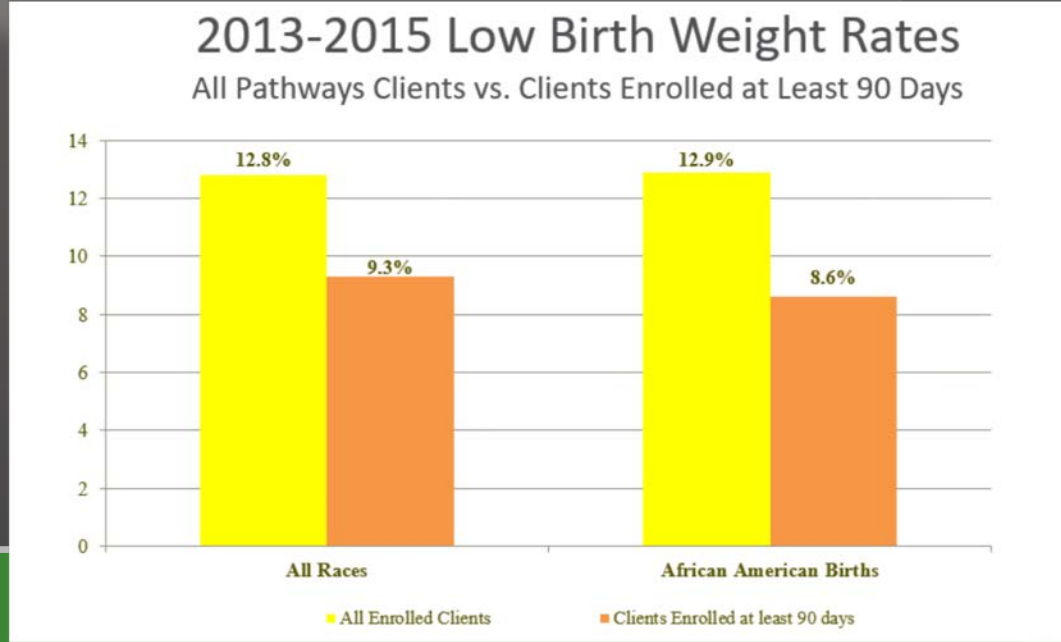
## Green & Healthy Homes

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

# Infant mortality



**Birth Outcomes**  
Women enrolled in Pathways more than 90 days had a 90% rate of healthy births



- ### ProMedica statistics
- 20,501 pregnant moms screened
  - 20% of all screened are referred to the HUB
  - 36% of patients were enrolled in a home visiting program
  - 22% have received a one-time referral connection
  - 39% of patients are not connected to services
  - The average is 26 years

# INNOVATION ECONOMIC DEVELOPMENT

## Impact

- >150 Disclosures
- 250 new jobs over next 3 years
- 7 companies invested in to date
- 7+ companies being evaluated for investment
- 3 companies housed in incubator
  - Kapios
  - Wellopp
  - VentureMed Group (15M Serves B)
- NOW Tech Fund II-
  - 8.7 M State of Ohio 1:1 award for regional high tech VC fund
  - ProMedica/UT, RGP, Anderson's, Shumaker Loop are co-investors into NOW Tech Fund II: 250K Investments
- Economic development support



# Creating strong communities

<b>Steps to Strong Cities</b> <ul style="list-style-type: none"> <li>• Capture the vision</li> <li>• Develop a strategic plan</li> <li>• Forge a healthy private / public partnership</li> <li>• Make the right thing easy</li> <li>• Establish business improvement districts</li> <li>• Create a catalytic development company</li> <li>• Create an urban entertainment district</li> <li>• Develop a rental housing market</li> <li>• Pioneer an affordability strategy</li> <li>• Focus on for-sale housing</li> <li>• Develop a local-serving retail strategy</li> <li>• Recreate a strong office market</li> </ul>	<b>Public Spaces</b> <ul style="list-style-type: none"> <li>• Human contact + social activities</li> <li>• Safe ... Welcoming ... Accommodating</li> <li>• Design and architectural engineering</li> <li>• Community involvement</li> <li>• Local culture / history</li> </ul>	<b>Well Being</b> <ul style="list-style-type: none"> <li>• Career</li> <li>• Social</li> <li>• Financial</li> <li>• Physical</li> <li>• Community</li> </ul>	<b>Signs a City Will Succeed</b> <ul style="list-style-type: none"> <li>• You can pick out your local patriots</li> <li>• Public-private partnerships are real</li> <li>• People know the civic story</li> <li>• They have a downtown</li> <li>• They are near a research university</li> <li>• They have, and care about, a community college</li> <li>• They make themselves open</li> <li>• They have big plans</li> </ul>
	<b>CEOs for Cities</b> <ul style="list-style-type: none"> <li>• The connected city</li> <li>• The innovative city</li> <li>• The talented city</li> <li>• Your distinctive city</li> <li>• Core vitality</li> <li>• Metropolitan performance</li> </ul>	<b>Anchor Institutions</b> <ul style="list-style-type: none"> <li>• Products / Services</li> <li>• Real estate developer</li> <li>• Purchaser</li> <li>• Employer</li> <li>• Workforce developer</li> <li>• Cluster anchor</li> <li>• Community infrastructure builder</li> </ul>	<b>Remaking Economic Development</b> <ul style="list-style-type: none"> <li>• World Class Clusters</li> <li>• Create "Value" = Parks, transit,</li> <li>• Create/attract Talent = Advanced Degrees</li> <li>• Placemaking</li> </ul>

## Vision + Plan + Framework / Partnerships

**Placemaking:** anyone and everyone who is sincere about creating great places, and who understands how a strong *sense of place* can influence the physical, social, emotional, and ecological health of individuals and communities everywhere.

- A great public space cannot be measured by its physical attributes alone; constructing a building, designing a plaza, or developing a commercial zone; it must also serve people as a vital community resource in which function always trumps form. When people of all ages, abilities, and socio-economic backgrounds can not only access and enjoy a place, but also play a key role in its identity, creation, and maintenance. It includes building great urban spaces and tackling issues of livability and housing availability.

# Success through collaboration



## Shared Value

“...Shared value is not social responsibility, philanthropy or even sustainability, but a new way to achieve economic success.”

- Michael Porter

Government Organizations

Opportunities for high-impact, shared-value partnerships

Anchor Institutions

Public Sector and Support Organizations

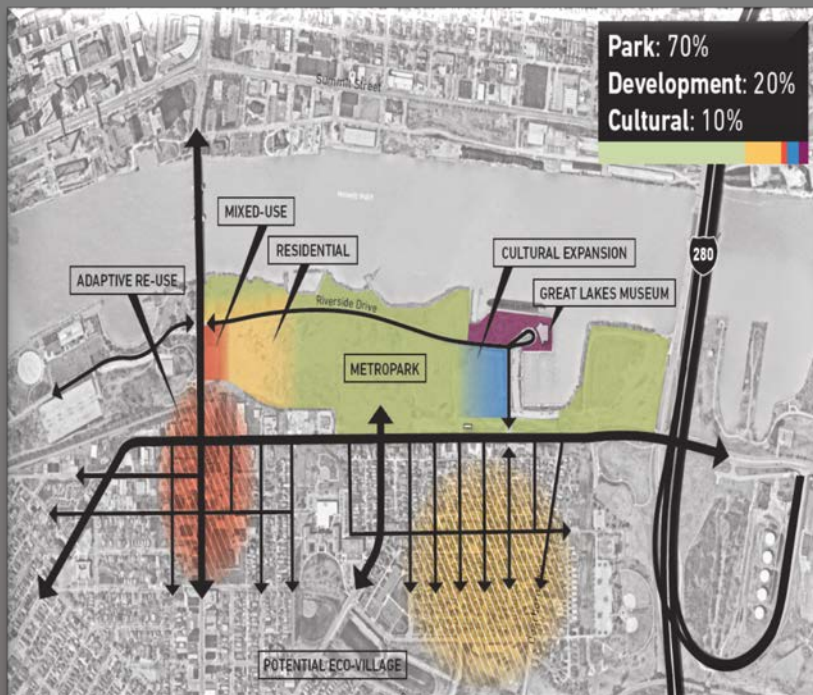


Bird's-Eye looking South

Gateway Lofts  
@  
The Marina District



# Downtown Toledo revitalization



## 22<sup>nd</sup> Century Plan

- 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
- 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



# Economic impact of investments

- ProMedica Headquarters - \$40 million
- Marina District - \$30 million (370 apartments, restaurant)
- Colony Area - \$120 million (120 room hotel, 200+ apartments, 100 bed assisted living and memory care unit)
- 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)/New Direction Credit Union (150 employers)
- Chop House - \$2.5 million (100 jobs)
- Metro Parks – \$3.7 million in site development
- Lathrop – (6,000 sq ft, moving 40 employees)
- Hart – (20,000 sq ft, moving 60 employees)
- Hanson
- Convention Center – 40-50M + Hotel 20 + M and jobs
- Pot Belly, Barry's Bagels, Fusion, Docks, Nasby (20M)
- New restaurant at the Docks
- New port project - \$700M: Cliffs Natural Resources
- New Developers Interested
- UT College of Medicine: Neurosciences/ 30 Matched
- China: Build clinics and hospitals, company relocation
- Incubator ESP (\$8.6M), Tech Fund II (\$6M)
- Angel Fund, Business Park, EBEID (30 jobs)

# ProMedica Anchor Mission Alignment

## Focus

## Impact

### Economic and community development

- New Downtown campus (2000)
- ProMedica Innovation
  - Job creation
  - Investment
- NWO ESP
- Increase funds in local banks
- Partners fund
- Market on the Green
- Investments in communities (Industrial Park/Shelter/Visitor Center)
- Downtown Toledo Development Corporation
- Venture fund
- Hotel Purchase
- Fort Industry Square
- Marina district development (80 Acres)
- 1B in other projects

### Education and job creation

- Ebeid Promise
- Early childhood development
- STEMM
- Early college high school
- Business sector – Ohio means jobs
- College and career support
- Academic Medical Center

## Focus

## Impact

### Thriving, inclusive business, and equitable employment

- Understand inclusion capacity and revise processes to facilitate goals
- Work with other local anchors to develop community-wide targets and dashboard with LISC
- Develop career pathway for STNA and nursing assistants for low-to-moderate income individuals

### Personal finances

- Ebeid Promise
- Financial Opportunity Center – people served, improved credit scores

# ProMedica Anchor Mission Alignment

## Focus

## Impact

### SDOH screening

- Screening for 10 SDOH in all ProMedica practices
- Center for Health Services pilot and referrals

### Hunger

- Hunger screening
- Food insecurity services
- Food pharmacy
- Food reclamation
- Summer feeding
- Market on the Green in food desert
- Nutrition training

### Housing

- Green and healthy homes
- Drive policy change and action regarding lead poisoning in children
- Stabilize 700 LIHTC affordable units
- 200 residents to home ownership

## Focus

## Impact

### Infant mortality

- Reduction in low-birth-weight babies
- Healthy baby rate
- Percent of pregnant woman referred to Pathways Hub
- Patients enrolled in home visiting program

### Arts/Culture development

- Investments in art
- Investments and support of arts community
- Sponsorships of TMA and TSO
- Support of local arts commission
- Community music series
- Food markets

### SDOH research

- ProMedica national research center for social determinants of health



## STRATEGIC GOALS



Provide a highly reliable patient care and customer experience



Be a high-performance healthcare organization



Drive strategic innovation



Be a leading community advocate for health and well-being



Be the workplace of choice



Be a leader in healthcare education and research

# PROMEDICA'S STRATEGIC INVESTMENTS

Strategically applying our long-term, place-based economic influence to better our community.

## ACADEMICS



### UT Affiliation

- Improved provider recruitment
- Advanced health care through clinical research

## CLINICAL CARE

Safety/Quality



### Hospitals

- Improved patient experience
- Increased capacity
- Improved clinical outcomes

## TECHNOLOGY



### Epic

- Standardized care delivery
- Improved processes that drive revenue cycle performance
- Greater patient access to their own healthcare record

## COMMUNITY

### Social Determinants



- Address the root causes of poor health

### Innovation and Economic Development



- Vitalized local economies

### Behavioral Health & Infant Mortality



- Address significant local community challenges

## HEALTH PLAN



- Grew the number of covered lives
- Improved population health management

### Specialty Care Centers



- Improved care coordination
- Improved patient experience
- Service line development and affiliations

### Urgent Cares



- Extended hours of access
- Lower cost of care
- Offers transparent pricing

### Downtown Campus



- Improved back-office efficiencies
- More consistent system culture

### Virtual Visits



- On-demand access and lower cost to traditional primary care

## PROVIDERS

### Primary and Specialty Care



- Improved access to primary care
- Improved management of health across broader populations
- More timely referral to specialty care

## PEOPLE



- Living wage
- Engagement and development
- Succession planning

## STRATEGIC CHALLENGES

### Limited access to care

- Offices closed to new patients
- Inconvenient office hours
- Specialty care wait lists

### Health care consumerism

- Patients paying more directly for care
- Patients seeking convenience and low cost
- Patients delaying care

### A new, sustainable financial model for the future

- Value-based/At-risk reimbursement
- Cost structure adjustment required

### Below average local health

- Infant mortality
- Behavioral health
- Obesity
- Smoking
- Chronic disease

## WORKFORCE DEVELOPMENT | FINANCIAL MODEL OF THE FUTURE



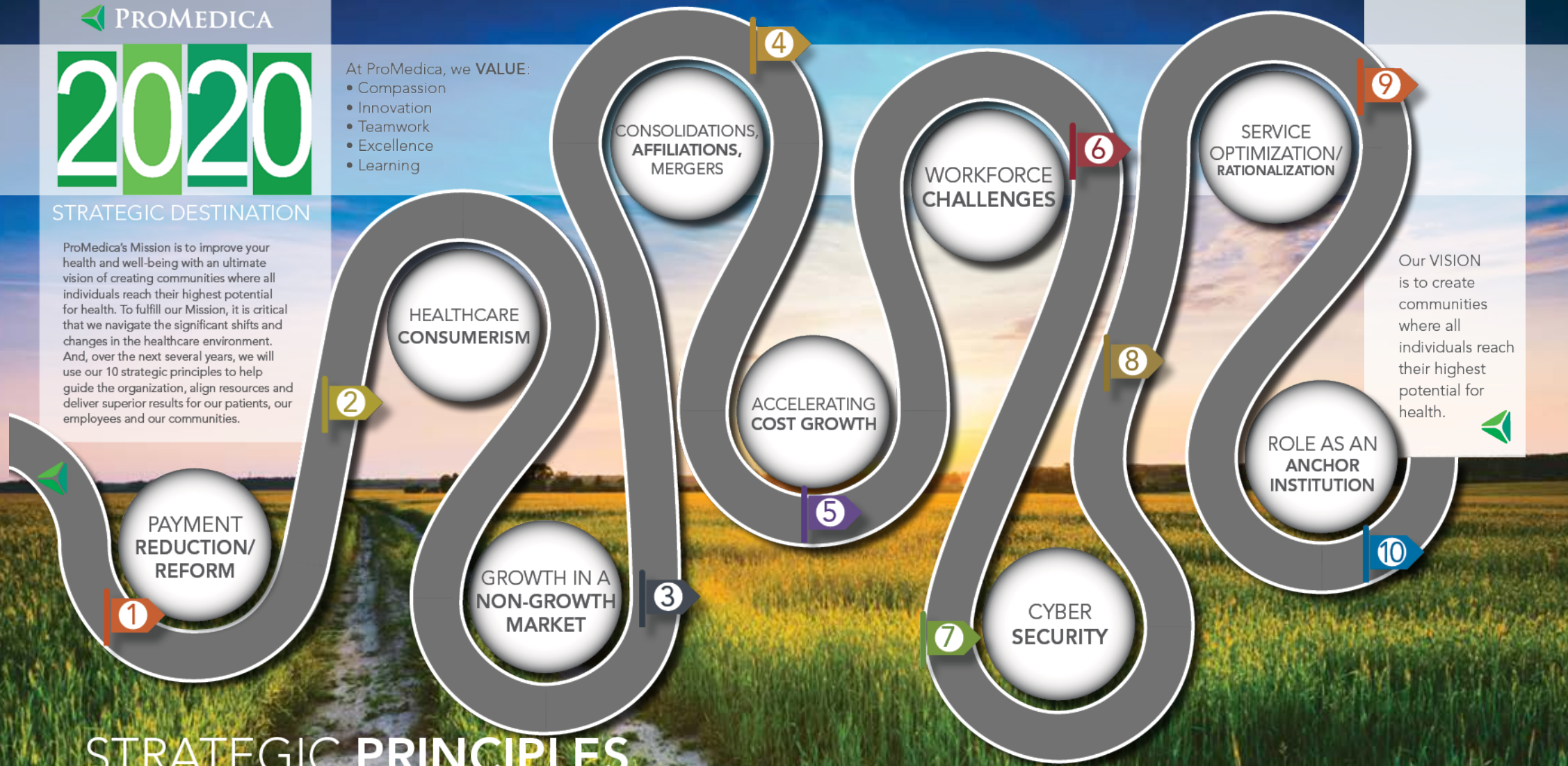
# 2020

- At ProMedica, we VALUE:
- Compassion
  - Innovation
  - Teamwork
  - Excellence
  - Learning

## STRATEGIC DESTINATION


ProMedica's Mission is to improve your health and well-being with an ultimate vision of creating communities where all individuals reach their highest potential for health. To fulfill our Mission, it is critical that we navigate the significant shifts and changes in the healthcare environment. And, over the next several years, we will use our 10 strategic principles to help guide the organization, align resources and deliver superior results for our patients, our employees and our communities.

Our VISION is to create communities where all individuals reach their highest potential for health.



## STRATEGIC PRINCIPLES

- |  |   |   |  |  |  |  |   |  |  |
|--|---|---|--|--|--|--|---|--|--|
| <p><b>1</b></p> <p>We are committed to being an integrated delivery system with acute and ambulatory care, physicians, insurance, post-acute and academic business lines. We are committed to effectively integrating our business lines to provide convenient and affordable healthcare services that align to address individual health.</p> | <p><b>2</b></p> <p>We will be a leader in patient safety, clinical quality and the delivery of compassionate and effective care across all care sites that are inclusive for all.</p> | <p><b>3</b></p> <p>We will transform our operations to right-size our cost structure, enabling a sustainably thriving business model.</p> | <p><b>4</b></p> <p>We will be a national leader in addressing the social determinants of health with a commitment to ensuring comprehensive screening of all our patients and facilitating resources to provide community-based solutions.</p> | <p><b>5</b></p> <p>We will provide a positive work environment with meaningful work, supportive leadership and professional growth opportunities to generate and fuel a diverse, highly engaged workforce with an inclusive culture.</p> | <p><b>6</b></p> <p>We will become an academic health delivery system with a focus on educating medical learners and engaging in clinical research.</p> | <p><b>7</b></p> <p>We will grow our enterprise organically, through strategic acquisitions, and by leveraging system connectivity between Paramount and ProMedica clinical services to improve health and manage risk for a growing number of people in our communities and outside our traditional footprint.</p> | <p><b>8</b></p> <p>We will invest in strategic expansion of our physician group with new and innovative care models to improve access to care across the region and beyond.</p> | <p><b>9</b></p> <p>We will be an Anchor Institution, serving as a catalyst for community collaboration and ongoing economic development across our region to support thriving communities.</p> | <p><b>10</b></p> <p>We will invest in innovation that creates new business models and lead to improvements in care and reductions in the cost of care.</p> |
|--|---|---|--|--|--|--|---|--|--|



“If you want to bring a  
fundamental change in  
people’s beliefs and  
behavior ... you need to  
create a community  
around them, where these  
new beliefs can be  
practiced, expressed, and  
nurtured.”

Malcom Gladwell, *The Tipping Point*

Thank you!