

Our Pilgrimage to Address the Social Determinants of Health

Bon Secours Baltimore Health System



Consider this....

▶ We're a Small Hospital

- ▶ 72 licensed beds; annual operating revenues of approximately \$121M

▶ But We Pack a Big Punch in West Baltimore

- ▶ Designated an “Anchor Institution” in West Baltimore and essential to the City’s community and economic development strategy.
- ▶ Contribute \$226M+ to the City’s economy annually.
- ▶ Leveraged \$102M in capital investment for housing construction in West Baltimore, resulting in over 800+ housing units and \$5M+ in rental activity annually.
- ▶ 25+ year history in running community programs to address housing, workforce development, and safety net programs for struggling families.

It's like David & Goliath

West Baltimore Socio-Economic Crisis



Bon Secours Community Programs



The Sisters of Bon Secours

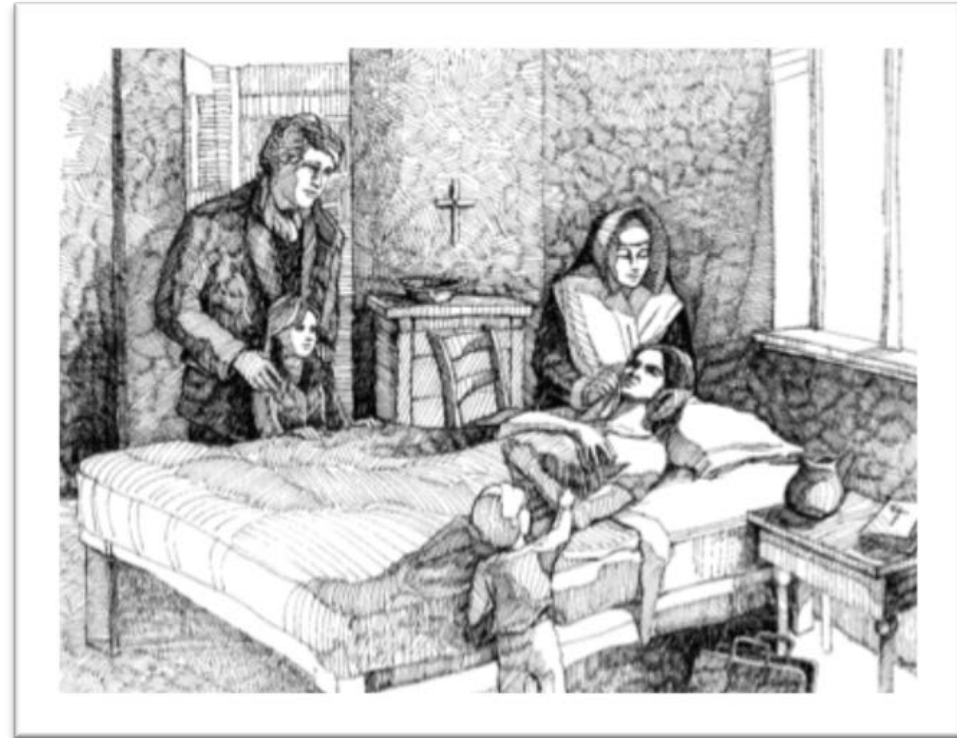
The Sisters of Bon Secours

- ▶ Professed their vows in Paris in 1824
- ▶ They were known for going into the home to provide care (This was a radical concept back in the 1800s)
- ▶ In 1881 they brought their **home-based health ministry** to the United States



Our Mission

- ▶ The Mission of Bon Secours Baltimore Health System (“BSBHS”) is to help people and communities to health and wholeness by providing compassionate, quality health care and being Good Help to all in need in West Baltimore, with special concern for the poor and dying.



Bon Secours Baltimore Hospital Established

- ▶ In response to changing times, the Sisters of Bon Secours opened their first hospital in Baltimore in 1919.



Fast Forward to the Early 1990s

- ▶ In the 1990s Bon Secours made a major investment in the Baltimore hospital. A new wing was added, new OR suites and other major updates were made to the 1919 original building.



- ▶ Then volumes started a sharp decline...

West Baltimore in the late 1980s/early 1990s

- ▶ Reagan Administration 1986 Tax Reform Act
 - ▶ Lots of changes to “simplify the income tax code”
 - ▶ Law was changed to favor homeownership over rent
 - ▶ Investment incentives for rental housing were phased out

The Impact on Bon Secours: major increase in vacant properties immediately surrounding hospital

- ▶ 67 of the 101 townhomes on West Baltimore Street became vacant
- ▶ Hospital volumes declined







West Baltimore in the late 1980s/early 1990s continued....

▶ **The Baltimore Crack Epidemic**

- ▶ Open-Air Drug Markets permeated West Baltimore as cocaine use soared
- ▶ Violence followed

The Impact on Bon Secours:

- ▶ The immediate surrounding area of the Hospital is now viewed as “unsafe” by prospective patients and employees
- ▶ Recruiting for nurses and physicians becomes very difficult
- ▶ The community is in crisis and Hospital volumes decline



Setting the Stage

- ▶ Bon Secours had just made a massive capital investment in the Baltimore Hospital
- ▶ It was the flagship of the Sisters of Bon Secours' mission work
- ▶ Volumes tanked due to housing, drugs and violence
- ▶ The West Baltimore community is in crisis

Hospital Leadership needed a plan to sustain operations and fulfill the mission.

The Plan

- ▶ **Create affordable housing by purchasing and rehabbing vacant properties**
 - ▶ Quietly acquired 31 of the of the 67 vacant properties on West Baltimore Street and renovated them for low-income seniors. We eventually acquired 59 of the properties.
 - ▶ The population had declined so much in the community that schools had closed. We acquired a vacant school property and renovated it into apartments.



The Plan

- ▶ **Partner with the community to establish essential social services to revitalize the community**
- ▶ **Operation ReachOut SouthWest was established.**
 - ▶ A coalition of community businesses, churches, residents, partner organizations and institutions joined forces in 1997 to develop a 20-year community revitalization plan for Southwest Baltimore's 20,000 residents. Today there are more than 300 organizations involved.
- ▶ As a direct outcome of feedback from the community, Bon Secours opened the Family Support Center, a resource for teen parents.



Who We Are Today



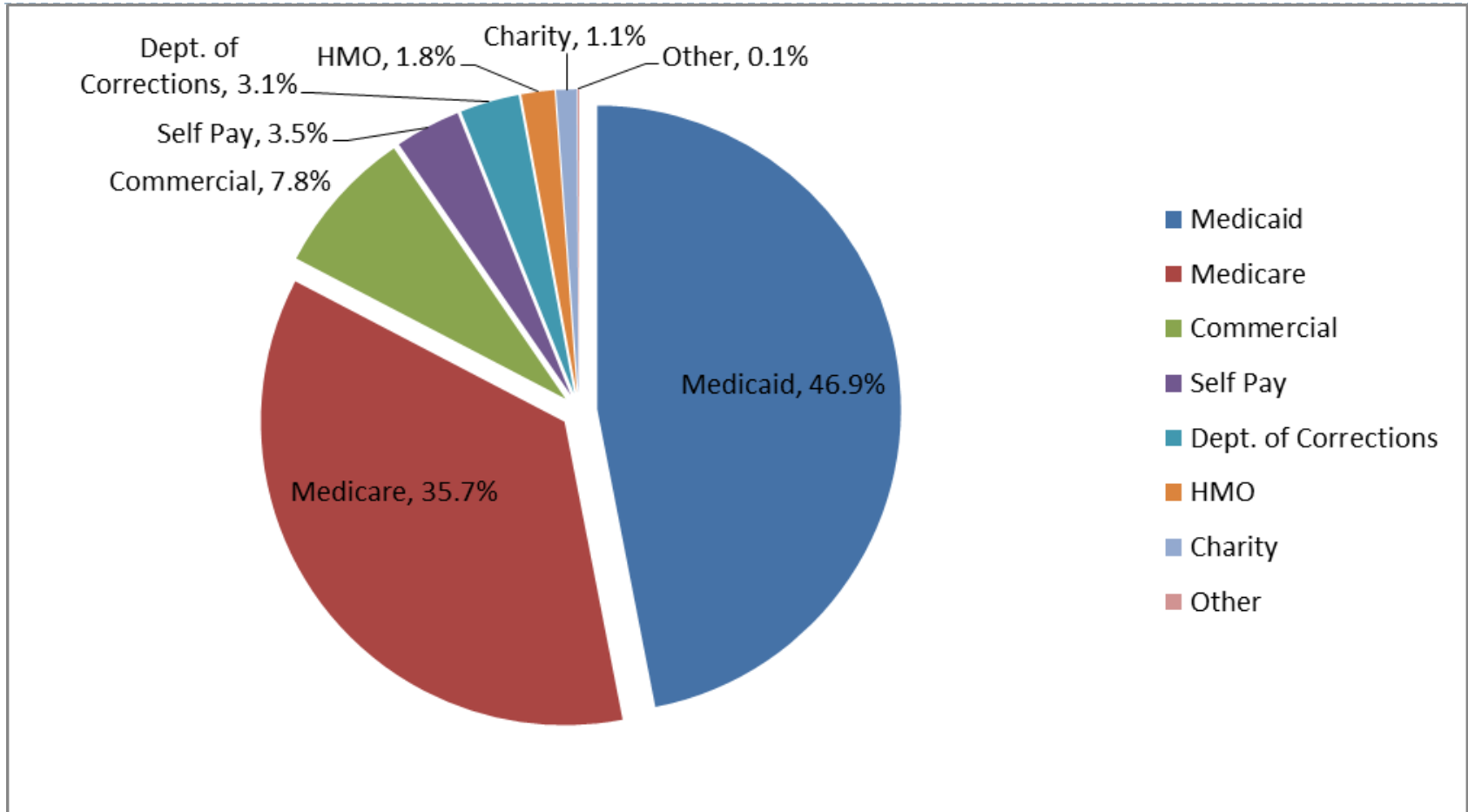
**Bon Secours
Baltimore Health
System**

- ▶ **72-licensed-bed hospital** located in Baltimore City that includes a **24-bed Psychiatric Unit** and a **14-bed Department of Corrections** locked down unit.

By the Numbers

- ▶ Approximately \$121 Million in Operating Revenues
- ▶ Approximately 700 Full Time Equivalents (“FTEs”)
- ▶ 4,300 Admissions Annually
- ▶ 26,000 Emergency Room Visits Annually
- ▶ 60% of patients have a psychiatric comorbidity, in many cases related to substance abuse

Our Payer Mix

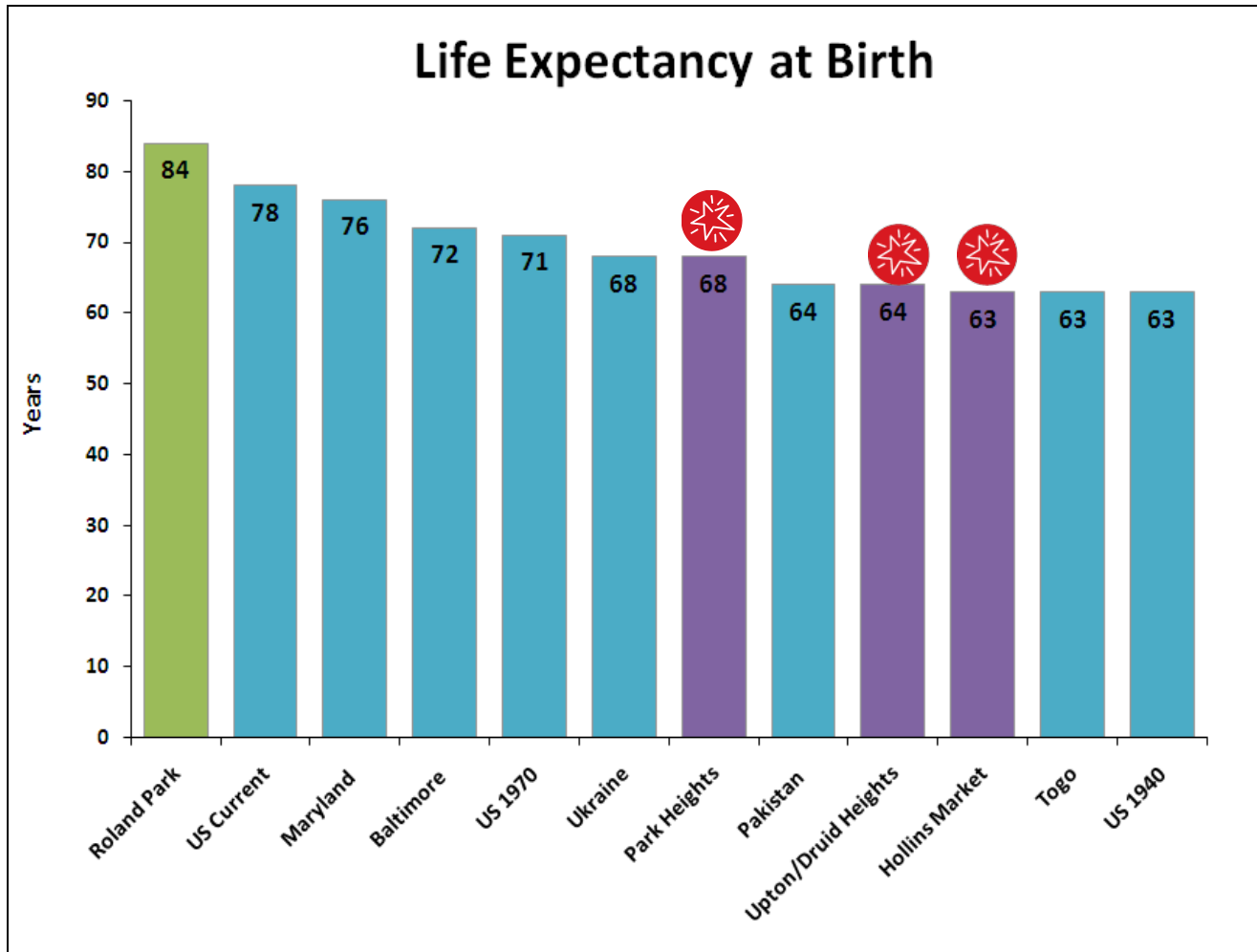


- ▶ More than 80% of our patients are Medicaid and Medicare; we treat the poor, disabled and elderly

Our Community

- ▶ **Bon Secours' primary service area of West/Southwest Baltimore is home to Maryland's poorest and sickest citizens.**
 - ▶ **Household Income:** 44% of households make less than \$25,000
 - ▶ **Education:** 31.4% do not have high school diploma
 - ▶ **Employment:** 24.9% are unemployed vs. 14.2% in Baltimore City as a whole
 - ▶ **Crime:** 32% higher than the overall city
 - ▶ **Transportation:** 54.2% of households have no vehicles available
 - ▶ **Housing:** 27% Vacant and Abandoned residential properties (Median Price of Homes Sold: \$22,000)
 - ▶ **Leading causes of health-related deaths:** heart disease, HIV/AIDs, substance abuse and diabetes

West Baltimore Health Disparities: Global Perspective




Bon Secours
Primary
Service Area

Our Community Programs Today

- ▶ Housing
- ▶ The Family Support Center
- ▶ The Women's Resource Center
- ▶ Career Development
- ▶ Financial Services



Housing

Bon Secours Baltimore Health System Housing Units

Seniors/Disabled	529
Low-Income/Affordable	354
Total Housing Units	883



- ▶ Leveraged \$102M in capital investment for housing construction in West Baltimore, resulting in 800+ housing units and \$5M+ in rental activity annually.

Our Footprint in West Baltimore



Our Residential Properties

Property	Date Established	Residents Served	Number of Units	Types of Units	Rent Restrictions
Hollins Terrace	1998	Seniors 62+, disabled 55+	84 units	studios and 1 bedrooms	rent does not exceed 30% of tenant income
Benet House	1991	Seniors 62+, disabled of any age	101 units	studios and 1 bedrooms	rent does not exceed 30% of tenant income
Bon Secours Apartments	1997	Families	119 units in 58 scattered row houses	1, 2, 3 and 4 bedrooms	rent \$342-\$641 depending on income and unit size
Smallwood Summit	2002	seniors 62+	89 units	1 and 2 bedrooms	rent \$306-\$502, depending on income and unit size
Liberty Village	1999	seniors 62+, disabled 55+,	85 units	1 and 2 bedrooms	\$308-\$516 depending on income and unit size
New Shiloh Village	2007	seniors 62+,	80 units	1 and 2 bedrooms	rent \$325-\$662 depending on income and unit size
Wayland Village	2011	seniors 62+; disabled any age	90 units	1 and 2 bedrooms	rent starting at \$519- depending on income and unit size



Liberty Village



Wayland Village



Bon Secours Apts



Hollins Terrace



New Shiloh Village



Family Support Center

▶ The Center serves pregnant mothers and families with children up to age three.

▶ Early Head Start services (*57 children in FY15*)

▶ Families receive support, encouragement, education and resources

▶ Service *170 at-risk, young families* annually



Women's Resource Center

- ▶ Daytime drop-in center where women who are struggling with a range of life challenges, including substance abuse, domestic violence, homelessness, anger, depression and other mental health issues can find relief and help. *Serves 200+ women annually.*
- ▶ Computer lab for basic skills
- ▶ Clothing & Hospitality
- ▶ Warm showers
- ▶ Washers & Dryers
- ▶ Breakfast and Lunch
- ▶ Connections to health care and social services
- ▶ Mail/telephone service
- ▶ Basic life skills class



Career Development

▶ **Career Development** offers teens and adults the training and support needed to develop job readiness skills as well as provide assistance for job placements, career goals, and/or on the job training.

- ▶ **Computer Skills:** lab and computer literacy trainings (294 people utilized in FY15)
- ▶ **Youth:** Train/mentor youth ages 14-21 and help them find afterschool and summer jobs
- ▶ **Clean & Green Landscaping:** a program that trains local workers (8 annually) to transform vacant lots in West Baltimore into green, well-maintained, usable spaces
- ▶ **Employment:** assisted **53** participants in gaining employment in FY15
- ▶ **Tyro program (Breaking the Cycle of Incarceration):** **47** Clients enrolled in the newly implemented program.



Our Money Place Financial Services

- ▶ Financial education
- ▶ Eviction prevention assistance
 - ▶ 237 families in FY15
- ▶ Tax preparation
 - ▶ 440 clients served
- ▶ Benefit screenings
 - ▶ Of the 406 clients screened in FY15, 396 were eligible for benefits



Social Determinants of Health & Pillars of Family Stability



Bon Secours has been addressing the “social determinants” of health in West Baltimore for the last 25+ years.

Lessons Learned from Operating Community Programs



Funding Sources

- ▶ **Direct Costs:** Our Community Programs have annual operating costs of approximately \$3.1 million.
- ▶ **Total Cost:** When you add indirect administrative and benefit costs, the total operating cost of the programs is closer to \$16.0 million.
- ▶ **Funding Sources**
 - ▶ Grants
 - ▶ 3rd Party Donations and Foundation Support
 - ▶ Partnerships with Community Organizations
 - ▶ “Excess” operating margin from the Hospital
 - ▶ For housing: tax credits & development fees
 - ▶ Bon Secours Health System, Inc.
- ▶ ***Approximately 50 grants cover 60% of our operating costs.***



Administrative Reporting

▶ **Grant Writing:**

- ▶ Requires intense administrative effort to write **annual** grants and meet reporting requirements.
- ▶ We have 2 FTE positions just for grant writing and this doesn't meet our full demand.

▶ **Reporting:**

- ▶ The programmatic and financial reporting requirements are time-consuming.
- ▶ Additional audit requirements (ex. A133, HUD).
- ▶ We have 3 dedicated accountants and a program specialist to ensure compliance.

▶ **Accounting:**

- ▶ Each grant requires its own department in the chart of accounts.
- ▶ Impacts efficiency of budgeting, operational oversight and analysis of programs. New complexity to accounting.



Staff

▶ Challenges of Grant Staffing

- ▶ Difficult to hire for “annually” funded positions. Turnover is also high because of this.
- ▶ Staff pay and related benefits can create equity issues of what the grant is willing to pay versus Bon Secours standards.

▶ Productivity

- ▶ There are no readily available “benchmarks” for staffing ratios so it can be challenging to monitor efficiency.



Landlord/Renovating Property

- ▶ **Risky Business**
 - ▶ Asbestos, lead ... and other issues.

- ▶ **Running a Non-Core Business**
 - ▶ Working with a property management company is key ... but this doesn't mesh with core hospital business operations so it's challenging to provide adequate oversight.

 - ▶ Things to Consider: Collecting rent, tenant issues, reporting oversight of low-income housing.

- ▶ **Construction**
 - ▶ Housing vs. Hospital



Measuring Impact

- ▶ **Connecting “social-determinants of health” programs to health outcomes is difficult**

- ▶ **Need a technology solution to track data:**
 - ▶ It’s expensive in an already margin-strapped service line
 - ▶ The technology solution for community programs won’t necessarily be a good fit with your Electronic Medical Record

- ▶ **Challenging Analysis:**
 - ▶ How do you quantify the impact of helping a teen dad earn a GED?

Concluding Thoughts...

- ▶ **Our Mission is at the core of our actions.**
 - ▶ Our Mission: To provide Good Help to those in need.

- ▶ **Our Community Programs were built up over time.**
 - ▶ Bon Secours Community Programs have evolved over the last 25+ years as a direct response to the needs of the West Baltimore community.

- ▶ **It's a dynamic response that is still alive today.**
 - ▶ New focus on Youth, Jobs and Reentry of Ex-Offenders to the Community in response to recent unrest.