

Peter Skillern  
Executive Director  
Reinvestment Partners

North Carolina Institute of Medicine  
May 31, 2018.

Reinvestment Partners works with people, places and policy for just and healthy communities.

We provide housing counseling, free tax preparation, healthy home and lead prevention visits, food assistance, and financial products to more than 3,000 low-income clients a year. We redevelop and manage real estate, including office space, a local food hub, and rental housing as a community development strategy.

We advocate for fairness in finance, health care, and the justice system.

Reinvestment Partners is engaged at the local, state, and national levels.



# Cross Disciplinary Acronym Test

CMS	HUD	SEC
FQHC	CAP	B2B
CMO	ED	CFO
MCO	HFA	LLC
A1C > 9	LTV 80%	ROI – 10%
SDOH	CED	Externalities
ACA	CRA	SBA
CAP – C, CAP-DA	USDA Section 504	MBS

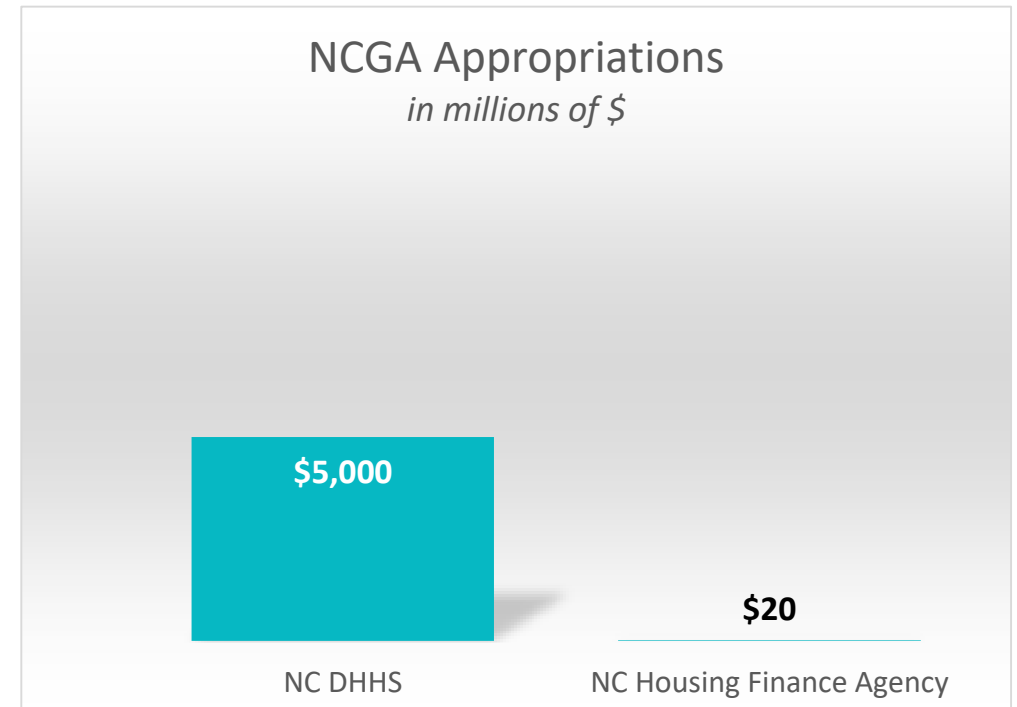
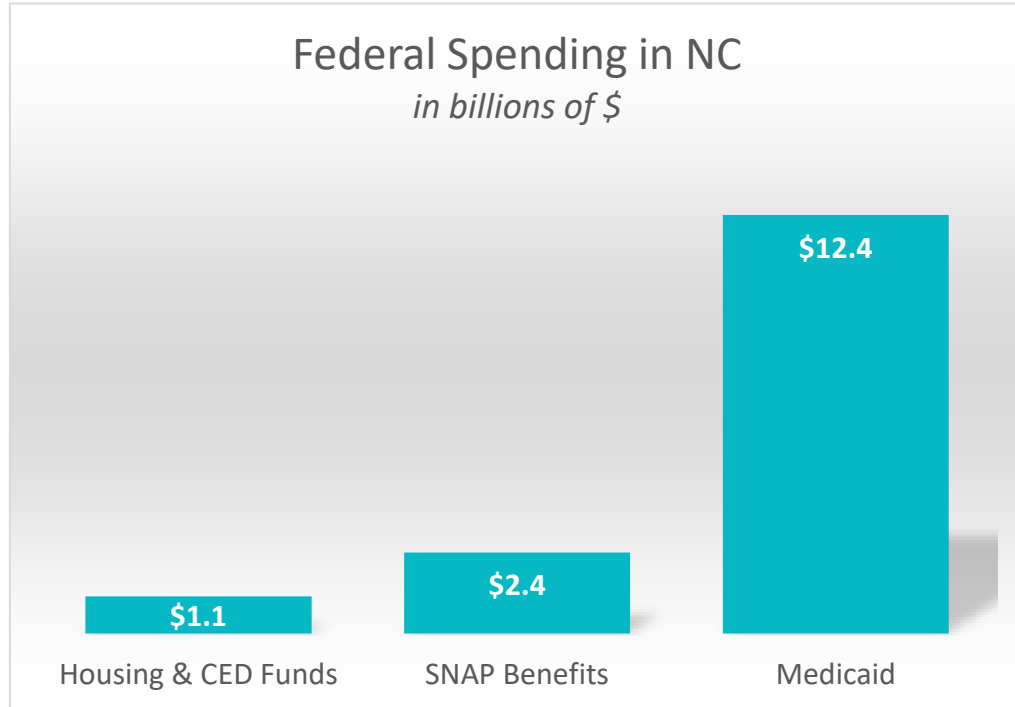


# MCRP, MPH, MBA

- **Community economic development** is the strengthening of a community through five categories: social, political, economic, physical, and environment.
- **Public health** is the science and art of preventing disease, prolonging life, and promoting human health through organized efforts and informed choices of society, organizations, public and private, communities and individuals.
- **Business** is work relating to the production, buying, and selling of goods or services.



# Comparison of Funding



NC HHS has recommended \$800 million in SDOH as part of the waiver application. If the housing sector receives 25%, it will result in \$200 million, or \$50 million a year over four years, becoming one of the largest state directed housing programs.



# Rationale for Health Investments in SDOH

## Moral Argument

- It's the right thing to do

## Economic Argument

- It will reduce medical costs
- It is in the self-interest of providers and payors (but, not yet true)



# Health Institutions as Investors

Total Duke Health Community Benefits \$242,329,657  
 Community Health Improvement Services, Contributions to Community Groups, Community Building Activities \$11,592,329

<b>Duke 2016 Revenue and Expenses</b>		<b>Total Community Benefits as Percent</b>	<b>Community Investment</b>	<b>\$1.8MM Contributions</b>	<b>1% Community Investment</b>	<b>Change</b>
Revenues	3,600,000,000	6.73%	0.32%	0.050%	36,000,000	24,407,671
Expenses	3,296,800,000	7.35%	0.35%	0.055%	32,968,000	21,375,671
Net Operating income	303,200,000					



# Triangle SDOH Impact

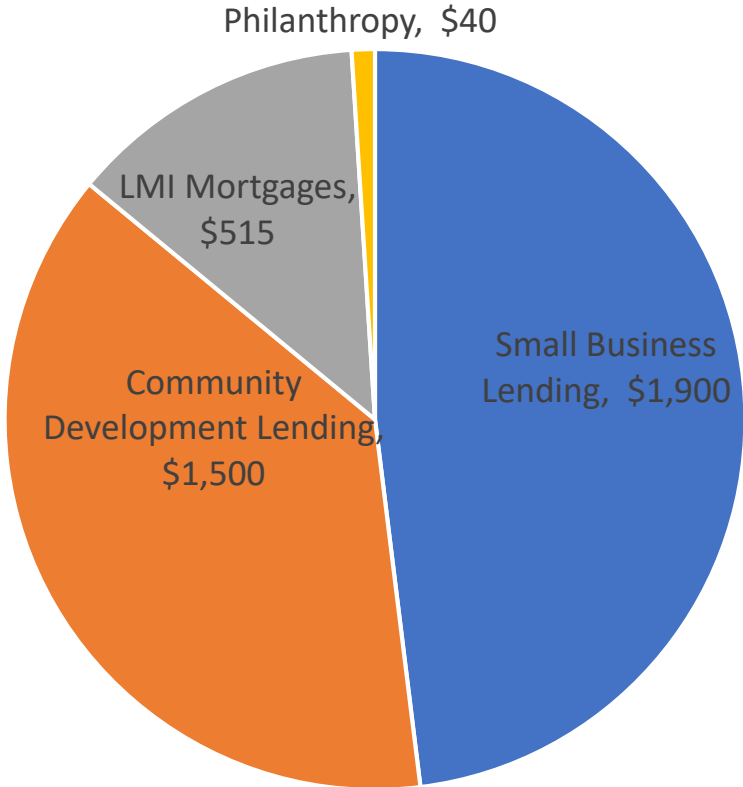
	UNC Hospital	WakeMed	Rex	Duke Hospitals Combined	Total
Charity Care	\$ 54,404,289	\$ 67,708,576	\$ 22,322,268	\$ 81,503,715	<b>\$ 225,938,848</b>
Unreimbursed Medicaid	30,922,055	42,552,146	4,793,911	86,398,287	<b>164,666,399</b>
Unreimbursed costs of other means-tested government programs	-	299,060	-	-	<b>299,060</b>
Community health improvement services & community benefit operations	922,916	8,002,426	-	-	<b>8,925,342</b>
Health professions education	57,087,464	3,048,271	949,676	62,835,326	<b>123,920,737</b>
Subsidized health services	3,542,708	-	-	-	<b>3,542,708</b>
Research costs	-	-	345,803	-	<b>345,803</b>
Cash and in-kind contributions to community groups	-	665,106	973,129	11,592,329	<b>13,230,564</b>
Community building activities	740,049	3,340,029	-	-	<b>4,080,078</b>
<b>Total Community Benefits</b>	<b>\$ 147,619,481</b>	<b>\$ 125,615,614</b>	<b>\$ 29,384,787</b>	<b>\$ 242,329,657</b>	<b>\$ 544,949,539</b>
Charity Care, Unreimbursed Costs	85,326,344	110,559,782	27,116,179	167,902,002	<b>390,904,307</b>
Community Health Improvement Services, Contributions to Community Groups, Community Building Activities	1,662,965	12,007,561	973,129	11,592,329	<b>26,235,984</b>
	UNC Hospital	WakeMed	Rex	Duke Hospitals Combined	Total
Percent of Total Community Benefits					
Charity Care	36.9%	53.9%	76.0%	33.6%	41.5%
Charity Care & Unreimbursed Costs	57.8%	88.0%	92.3%	69.3%	71.7%
<b>Community Health Improvement Services, Contributions to Community Groups, Community Building Activities</b>	<b>1.1%</b>	<b>9.6%</b>	<b>3.3%</b>	<b>4.8%</b>	<b>4.8%</b>

If hospitals increased their spending on community health improvement services and community activities from 0.4% of their operating expenses to 1.0% of operating expenses, it would increase investments into local communities by nearly **\$32MM**.



# Lessons from CRA: The Big Money is Making Money

First Tennessee Bank CRA Commitment  
*\$ in millions*



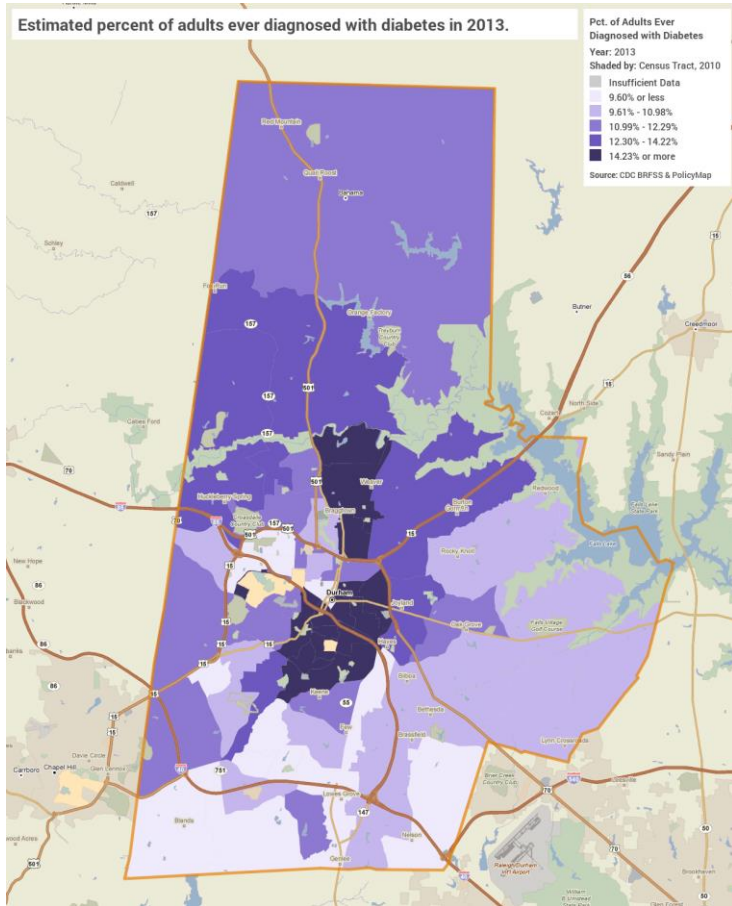


# Community Based SDOH Strategies

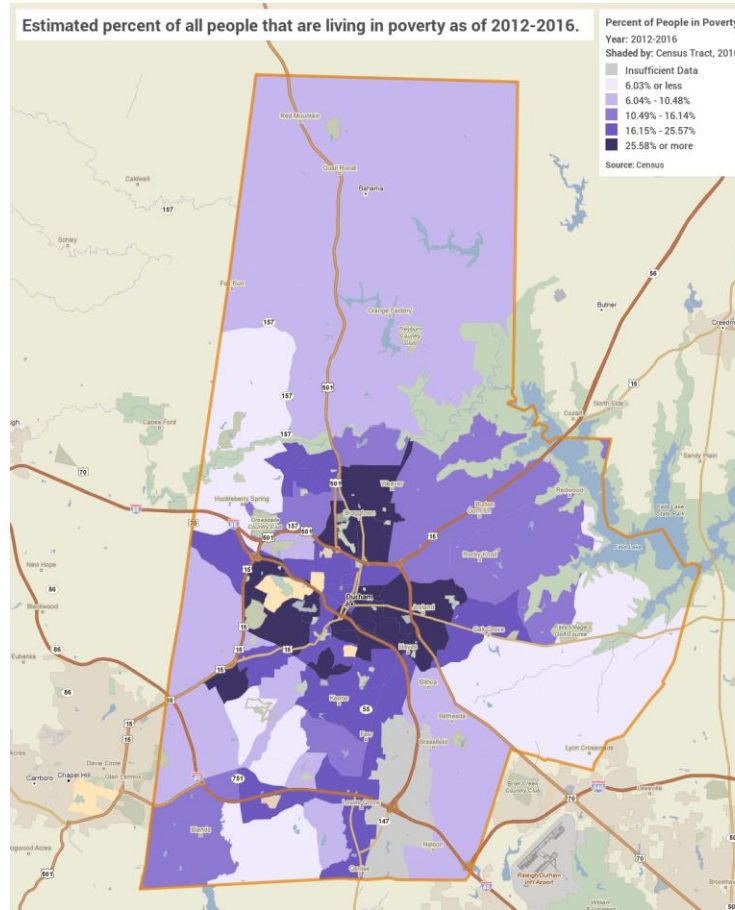
- Place-based investments improve housing, economic, environmental, and health services.
- General population health strategy to create safer, healthier, and better served neighborhoods.
- Health providers and payors are encouraged to invest capital, land, and services into community development strategies such as affordable housing.



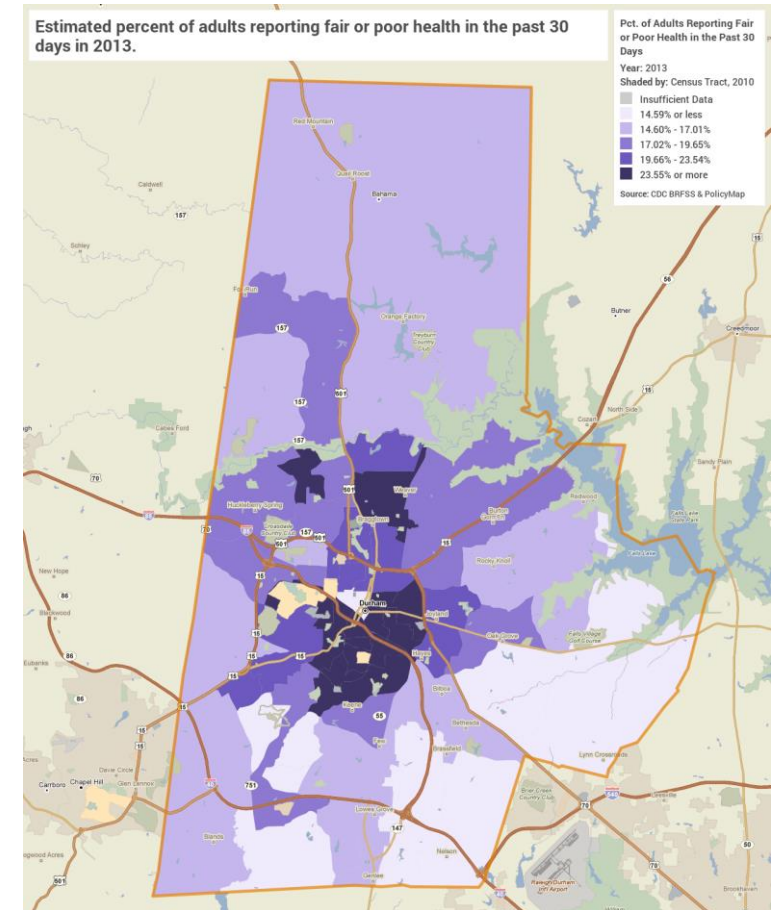
# Durham County Health by Census Tract



Diabetes



Poverty

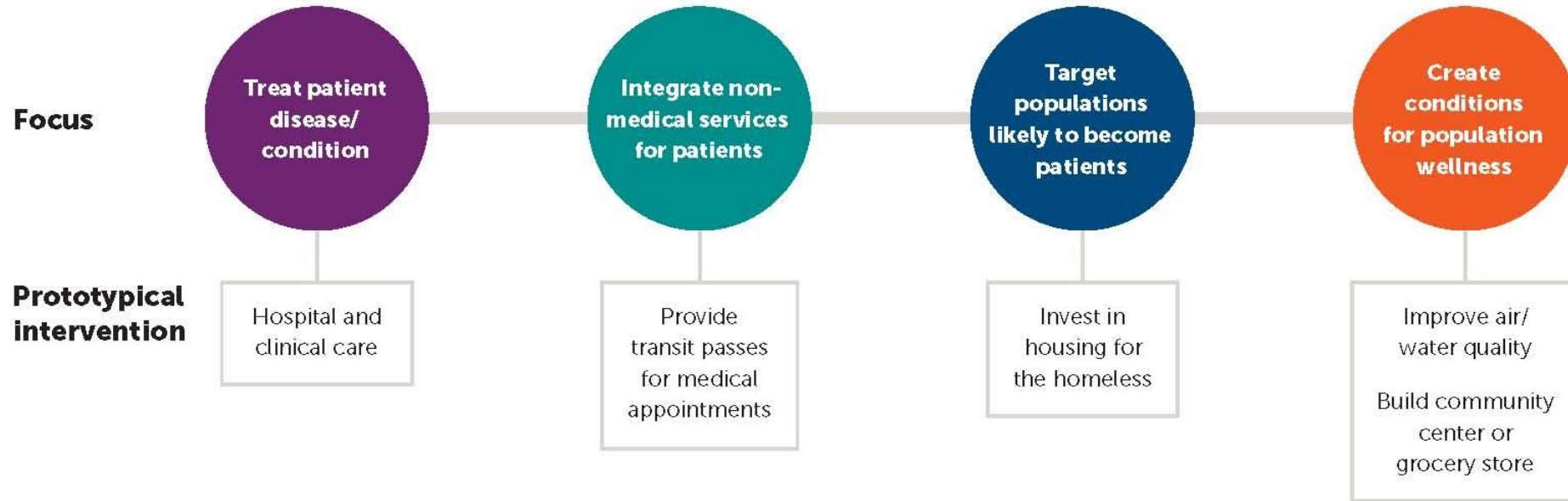


Poor and Fair Health



# Center for Community Investment

## Hospital Approaches to Health and Wellness



Hacke, R.& Deane, K.G. *Improving Community Health by Strengthening Community Investment: Roles for Hospitals and Health Systems.* Issue Brief. March 2017, p6. <https://www.rwjf.org/en/library/research/2017/03/improving-community-health-by-strengthening-community-investment.html>



## Approaches to Reducing Costs and Improving Health Outcomes: Where are You Focused?

	Clinical (health care)	Nonclinical (health/wellness)
Community (total population)	<p><b>3</b></p> <p><b>Expand access to health care</b></p> <p><i>Example:</i> Shift from in-patient to community-based services</p>	<p><b>6</b></p> <p><b>Create opportunity</b> <i>Examples:</i> jobs, public transport, education</p> <p><b>Improve conditions</b> <i>Examples:</i> air pollution, complete streets, green space</p> <p><b>Change policies</b> <i>Examples:</i> housing, food security</p>
High risk; likely to become patients	<p><b>2</b></p> <p><b>Emphasize outreach; prevention, early detection</b></p> <p><i>Examples:</i> mobile mammogram screening vans, visiting nurses</p>	<p><b>5</b></p> <p><b>Targeted nonclinical prevention actions</b></p> <p><i>Examples:</i> lead or mold remediation, housing, workplace anti-obesity programs</p>
Patients	<p><b>1</b></p> <p><b>Reorganize care delivery</b></p> <p><i>Examples:</i> medical homes, health IT, care coordination, patient-centered care, cultural competence</p>	<p><b>4</b></p> <p><b>Integrate social services</b></p> <p><i>Examples:</i> provide referrals or transit passes, write prescriptions for fresh food</p>





# Community Development and Healthy Food

- Double Bucks at Durham Farmer's Markets
- Cooking Matters
- Nutrition Education
- Veggie Prescription
- 56 Local Food Pantries

Is it scalable?

Is it replicable?

What are the individual health outcomes?

Is it cost effective?

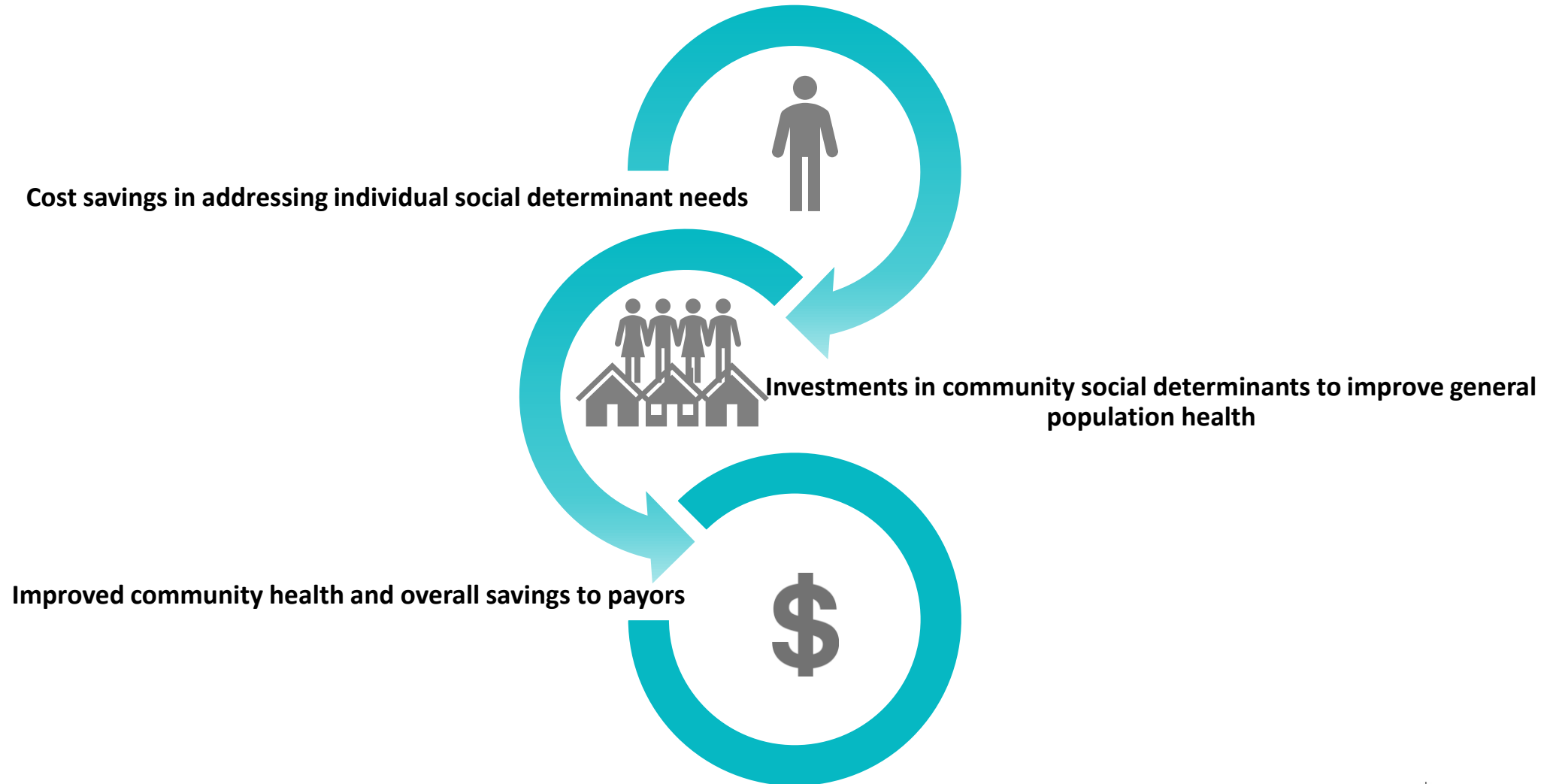


# General Population Health Interventions v. Individual Health Outcomes and Savings

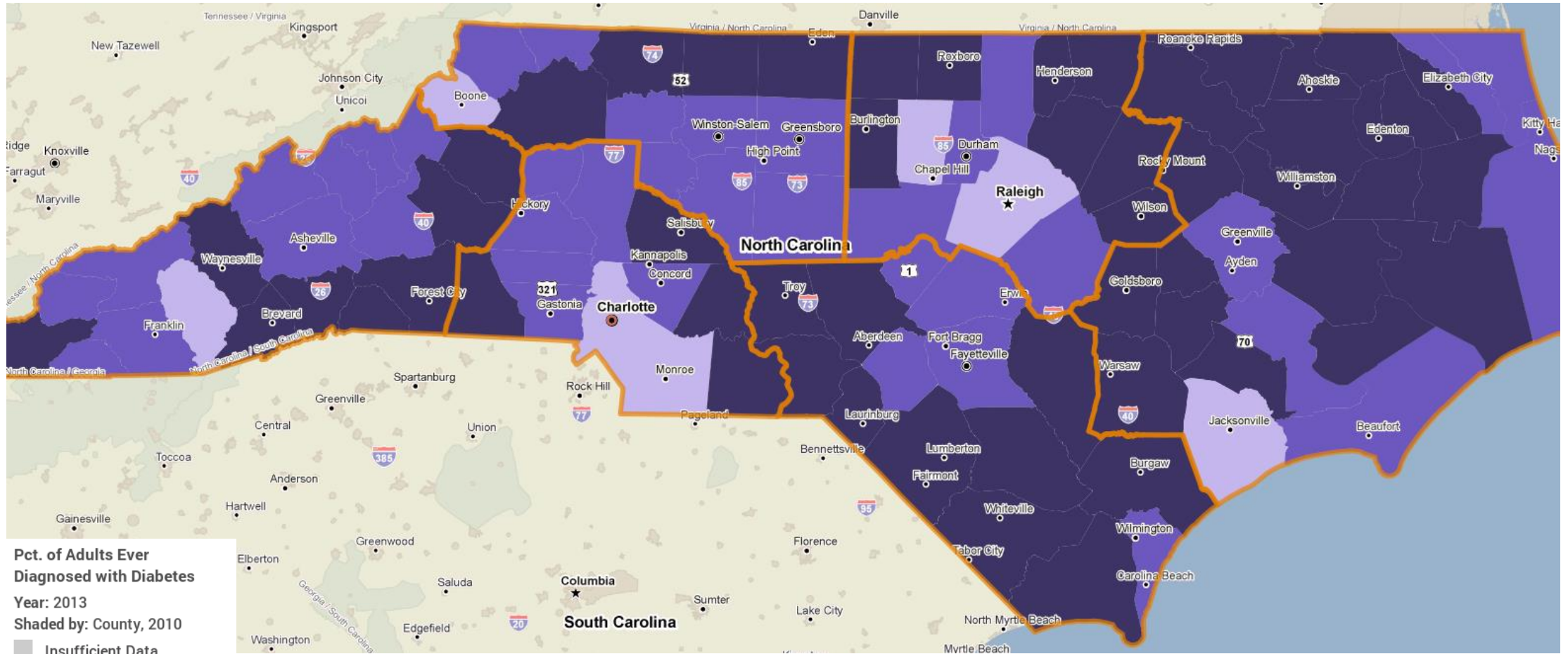
- Upstream social determinant interventions often focused on place-based interventions
- Medicaid (and other payors) pay for outcomes on an individual basis
- Difficult to prove cost savings to payors with general population health interventions



# Healthcare Investments: A Virtuous Cycle



# Diabetes



Source: CDC BRFSS & PolicyMap



**Reinvestment  
PARTNERS**  
PEOPLE • PLACES • POLICY



# Social Determinants of Health: Population Health and Individual Outcomes

## NC

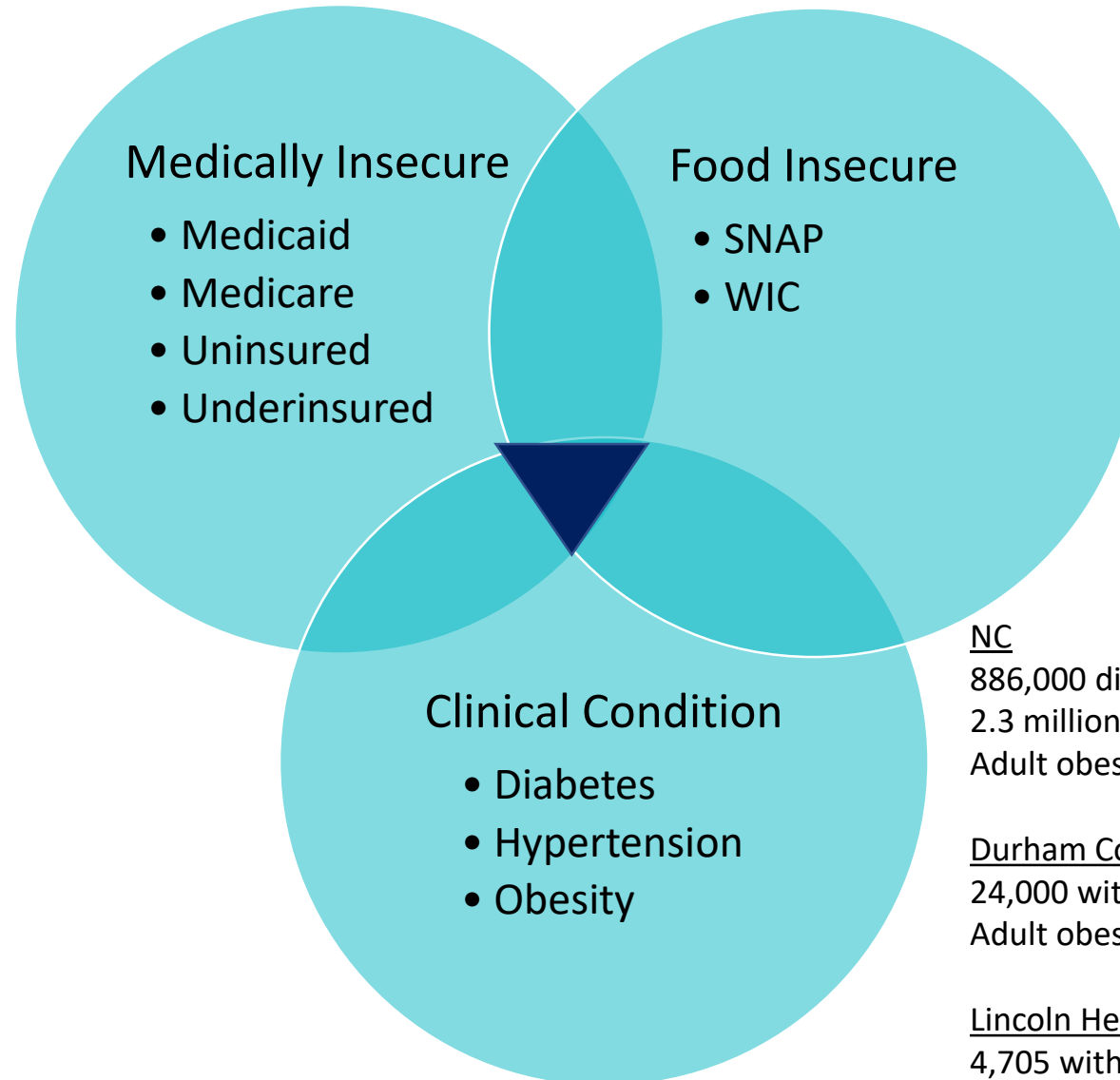
2 million on Medicaid  
10.4% uninsured

## Durham County

41,000 on Medicaid  
15% uninsured

## Lincoln Health Center

9,073 on Medicaid  
14,477 Uninsured



## NC

1.6 million SNAP recipients

## Durham County

42,000 SNAP recipients

## NC

886,000 diagnosed with diabetes  
2.3 million with pre-diabetes  
Adult obesity rate 31.8%

## Durham County

24,000 with diabetes  
Adult obesity rate 26%

## Lincoln Health Center

4,705 with diabetes  
6,524 with obesity



# Does it work for Payor, Provider, Patient?

## Measurable



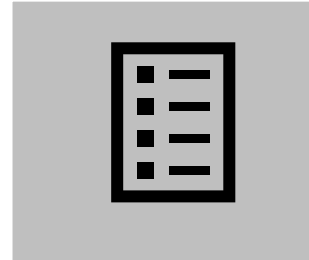
- Is it effective?
- Does it have measurable, positive health outcomes?
- Is the patient better off?
- Can you measure the cost savings?

## Scalable



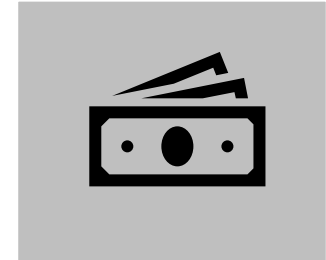
- Can it reach larger geographic areas?
- Can it reach broader populations?
- Will patients adopt it?
- Technology

## Replicable



- Is there a delivery system in place?
- Is it efficient and affordable?
- Is it easily adopted by providers?

## Cost Savings



- Does it save money in the short term and long term?
- Who realizes the savings?



# BULL CITY BUCKS

1



SNAP  
beneficiaries

2



visit their health  
care provider

3



who enrolls them  
electronically

4



to get \$40 per  
month for fruits  
and vegetables  
on their MVP card

Bull City Bucks is a project of



Reinvestment  
PARTNERS  
PEOPLE • PLACES • POLICY

Funded by



Reinvestment  
PARTNERS  
PEOPLE • PLACES • POLICY

# Bull City Bucks Enrollment Portal

## Bull City Bucks Food Lion Program

**Subscribe Now - it's easy!**

[staff logout](#) ↗

### Enrollment Details

**First name:**

**Last name:**

**Phone:**

**Email:**

**Food Lion MVP Number**

[? don't have a Food Lion MVP Number? click here](#)

**Subscribe** ✓



# What Does \$40 in Fruits and Vegetables Look Like?



Category	Item	Amount	Price	Total	Pounds
Frozen	FL Mix Veg	2	2.39	\$ 4.78	4
(2 lb ea)	FL Cut Corn			\$ 1.98	2
	FL Green Peas			\$ 1.98	2
Grocery	Pinapple Chnk			\$ 0.99	1
(1 lb ea)	Peach Slices	2	1.59	\$ 3.18	2
	Cut Green Beans			\$ 0.56	1
	Green Beans			\$ 0.56	1
	Sweet Corn	2	0.56	\$ 1.12	2
Produce	Banans	4.48	0.58	\$ 2.60	4.48
	Broccoli (head)			\$ 1.99	1
	Celery (bunch)			\$ 1.39	1
	Roma Tomatoes	2.32	1.29	\$ 2.99	2.32
	Sweet Potato	3.72	0.99	\$ 3.68	3.72
	Apples	3.54	0.99	\$ 3.50	3.54
	Sweet Onion	2.95	0.89	\$ 2.63	2.95
	Collards (bunch)	2	1.49	\$ 2.98	2
	Romaine Lettuce (bunch)	2	1.69	\$ 3.38	2
	Carrots (5lb bag)			\$ 2.39	5
	Sub total			\$ 42.68	
	Dicsounts			\$ (3.52)	
	After Discount Total			\$ 39.16	
	After tax total			\$ 39.95	
Total pounds					43.01



# Bull City Bucks in Action!

Participant “purchased” \$12.04 in fresh fruits and vegetables:

- Butter Lettuce
- Spring Mix
- Broccoli Slaw (x2)
- Blackberries

BULL CITY BUCK\$

You have \$3802 Bull City Bucks  
to spend towards fresh fruits  
and vegetables on your next shopping trip.

  
**FOOD LION**

Food Lion #1099 (919) 286-0400  
2930 W. Main Street Durham, NC

PRODUCE  
FE SWT BUTTER LETTUC 2.79 A \*  
Bull City Bucks -2.79 A \*

  
**FOOD LION**

Food Lion #1099 (919) 286-0400  
2930 W. Main Street Durham, NC

PRODUCE	
FE SWT BUTTER LETTUC	2.79 A *
Bull City Bucks	-2.79 A *
FE SPRNG MIX	3.29 A *
Bull City Bucks	-3.29 A *
GW BROCCOLI SLAW	2.99 A *
2	1.99
Bull City Bucks	-1.99 A *
Bull City Bucks	-1.99 A *
BLKBBERRIES	1.99 A *
Bull City Bucks	-1.99 A *
TOTAL TAX	0.00

5 BALANCE DUE 0.00  
Cash 0.00  
CHANGE 0.00

You saved \$12.04!

\* Year to Date  
\* Savings 80.33

\*\*\*\*\*

We value your opinion!  
Tell us about your visit for a chance  
to win \$500 in free groceries.

Within the next 5 days please visit:  
[www.talktofoodlion.com](http://www.talktofoodlion.com)

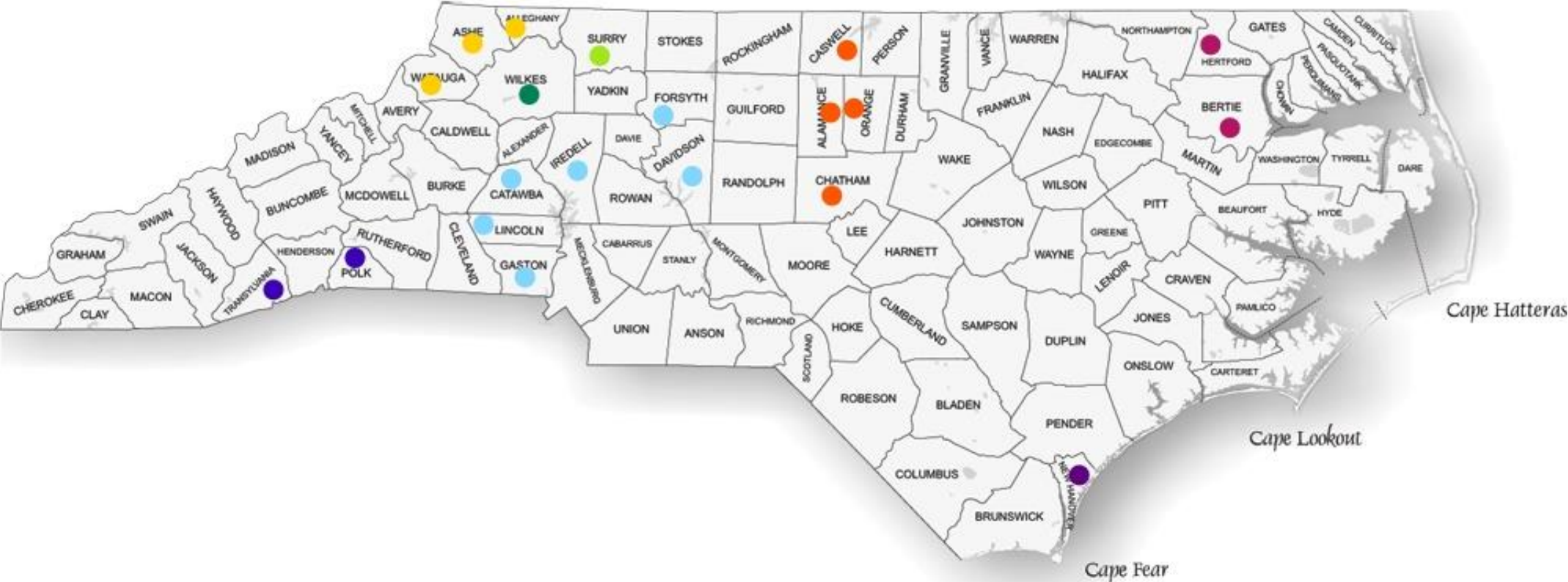
Tambien disponible en español.  
10 winners each quarter.  
See website for complete rules.

PIN: [REDACTED]

\*\*\*\*\*



# SuperSNAP



# Key Elements of Scalable Program

