Building Value and ROI in Housing and Health Partnerships

October 6, 2021 - November 17, 2021

NATIONAL NURSE-LED CARE CONSORTIUM

The **National Nurse-Led Care Consortium (NNCC)** is a membership organization that supports nurse-led care and nurses at the front lines of care.

NNCC provides expertise to support comprehensive, community-based primary care.

- Policy research and advocacy
- Technical assistance and support
- Direct, nurse-led healthcare services

NATIONAL CENTER FOR HEALTH IN PUBLIC HOUSING

Training and Technical Assistance

Research and Evaluation

Outreach and Collaboration

WELCOME!

Saqi Maleque Cho, DrPH
Director of Research, Policy, and Health Promotion
National Center for Health in Public Housing

Emily Kane, MPA
Senior Program Manager
National Nurse-Led Care Consortium

Sabrina M. Cabaccan Aponte, MSSP
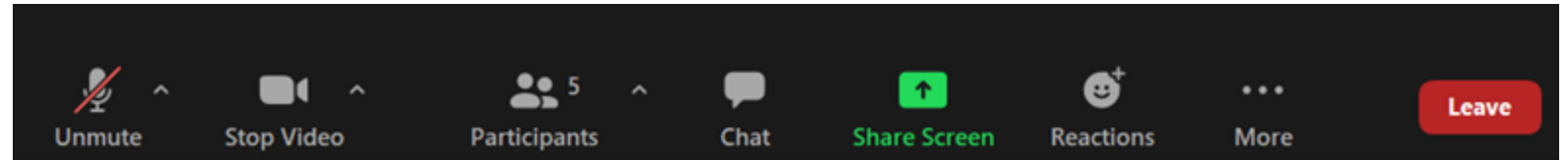*Public Health Project Coordinator*
National Nurse-Led Care Consortium

Lauren Rockoff, EdM
Public Health Program Manager
National Nurse-Led Care Consortium

HOUSEKEEPING

Click to mute & unmute your mic

Chat your comments & responses to the group here

Zoom Tips
- Videos on!
- Mute when not speaking
- Engagement
- Breaks when you need them

Turn your video on/off

Follow-up Items
- Brief survey poll at the end of the module
- CME/CNE credit link to be shared in our Google folder

Unmute | Stop Video | Participants 5 | Chat | Share Screen | Reactions | More | Leave

During the session: Zoom Tips
- Videos on (when possible)
- Mute when not speaking
- Engagement
- Breaks when you need them

NATIONAL NURSE-LED CARE CONSORTIUM
a PHMC affiliate

NCHPA
National Center for Health in Public Housing

Shared Resources Folder in Google

We have a Google folder to share resources between sessions.

There you'll find:
- Welcome packet
- CE evaluation links
- Slides/recordings
- Resources

https://drive.google.com/drive/folders/1lCHZLoE5ZndZK0tnXHy-LMgQlwPYbdNv?usp=sharing

Agenda

1. Welcome + Introductions
2. 20 minute didactic presentation
3. Activity

Today's Learning Objectives

1. Identify the key elements of optimal partnerships between housing and healthcare providers.

1. Describe the value of building cross-sector partnerships and the methods for implementation.

1. Understand the concept of social return on investment and its applications for community partnerships.

Introductions

Please unmute to introduce yourself!

1. Name

2. Your Organization

3. Why you're here

Mentimeter

Interactive tool called Mentimeter that is very simple to use.

- You can use your cellphone or open another internet browser window.

- Go to menti.com and enter the code at the top of the interactive slide.

Mentimeter

Where are you located?

Mentimeter

What's one song you can't get enough of?

Mentimeter

What best describes your organization?

      a) Health care org looking to partner with housing org(s)

      b) Housing looking to partner with health care org(s)

      c) Community org looking to partner with housing and/or health

      d) Other

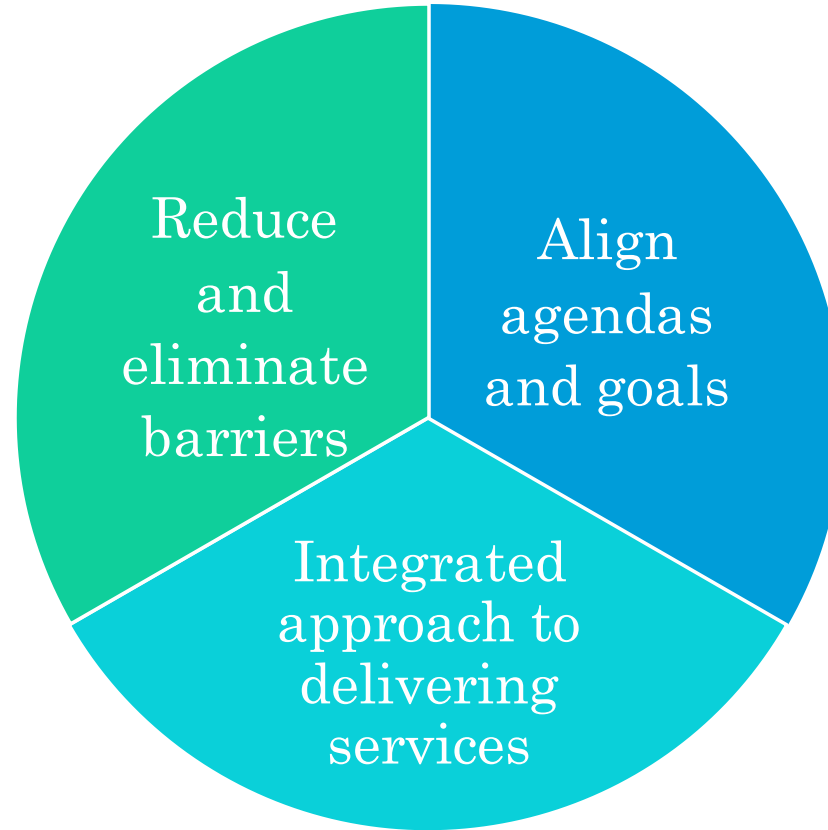# Reasons for Partnership

Pie chart with three sections:
- Reduce and eliminate barriers
- Align agendas and goals
- Integrated approach to delivering services

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Impacts of Housing on Health
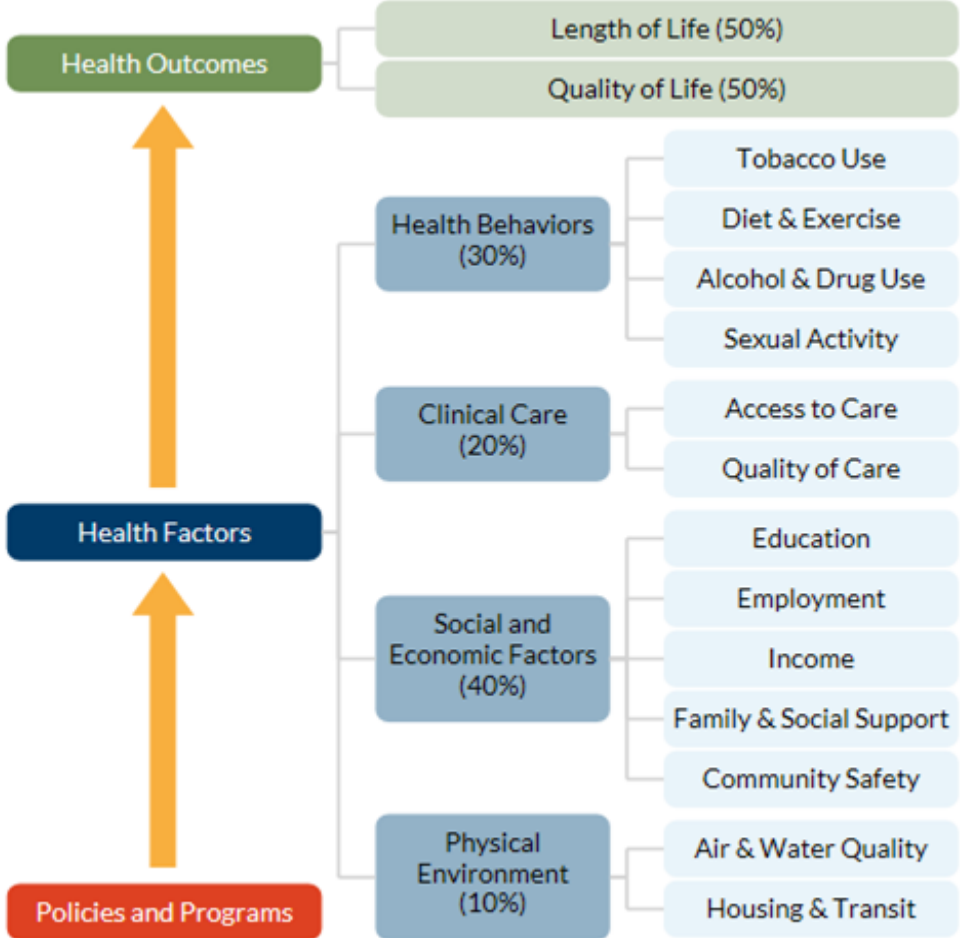
SOCIAL DETERMINANTS AND SOCIAL NEEDS: MOVING BEYOND MIDSTREAM

STRATEGIES

COMMUNITY IMPACT

TACTICS

Improve Community Conditions

upstream

Laws, policies, and regulations that create community conditions supporting health for all people.

INDIVIDUAL IMPACT

Include patient screening questions about social factors like housing and food access; use data to inform care and provide referrals.

Addressing Individuals' Social Needs

midstream

Social workers, community health workers, and/or community-based organizations providing direct support/assistance to meet patients social needs

Providing Clinical Care

Medical interventions

downstream

Source:
https://www.healthaffairs.org/do/10.1377/hblog20190115.234942/full/

Benefits and Barriers of Partnerships

Benefits

- Improved delivery of programming;

- Increased use of programs and resources available in the community;

- Opportunities for professional development;

- Elimination of duplication;

- Improved communication and enhanced information;

- Increased availability of resources; and

- Improved public image.

Barriers

- Turf issues and turf mentality;

- Lack of staff, time, resources to participate in the collaboration;

- Conflicts with organizational focus and priorities between the collaboration and its members;

- Mistrust of other organizations;

- Slowed decision making;

- Decreased levels of cooperation among collaborators during a crisis

Source: Ohio State University Fact Sheet http://ohioline.osu.edu/bc-fact/0001.html
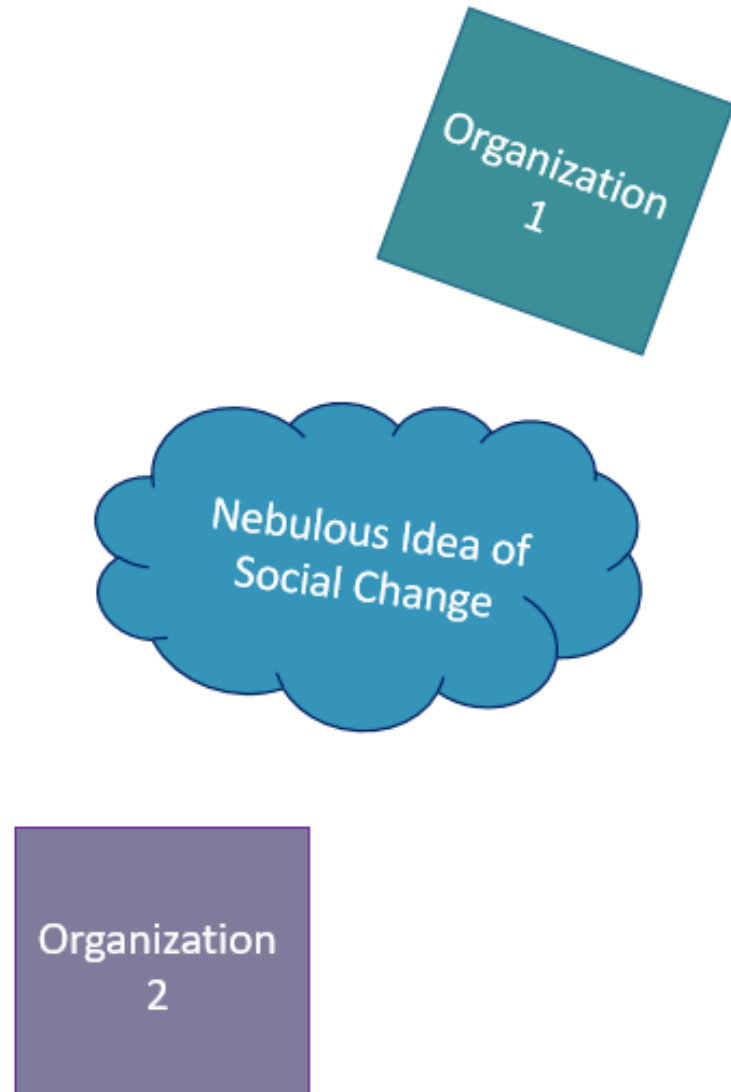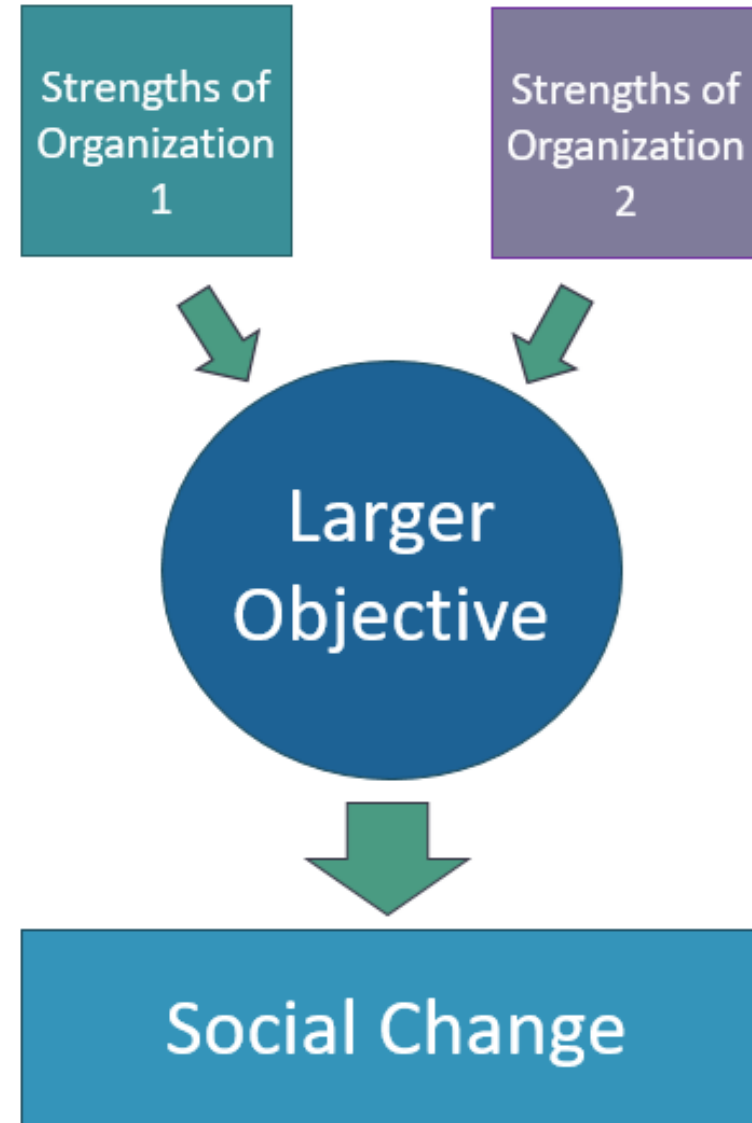
Building Value- Moving Across the Continuum

NETWORKING
Exchanging information for mutual benefit

COORDINATING
In addition, altering activities to achieve a common purpose

COOPERATING
In addition, sharing resources (e.g., staff, finances, space, instrumentation)
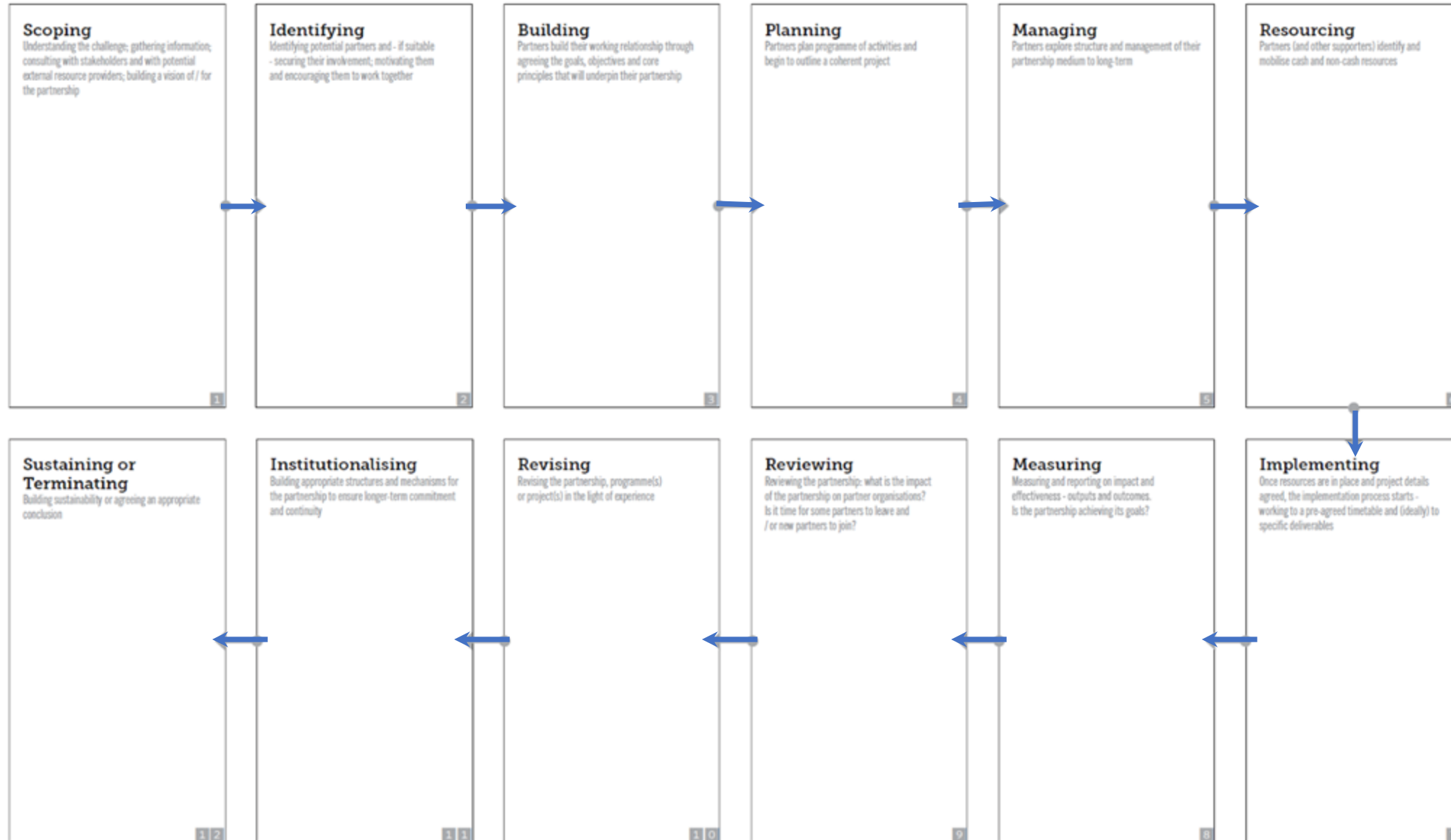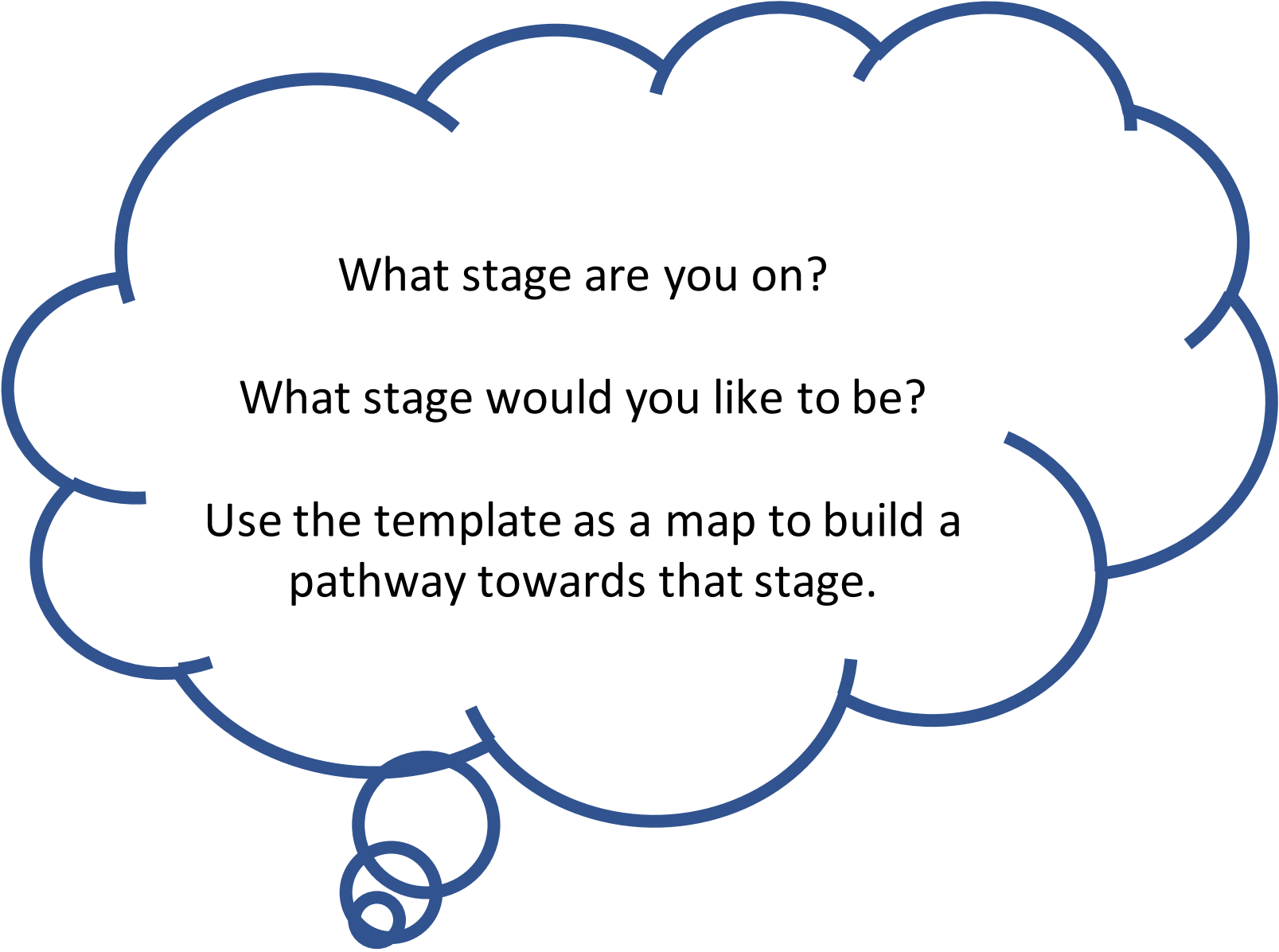
COLLABORATING
In addition, learning from each other to enhance each other's capacity

Source: http://www.teaglefoundation.org/Teagle/media/GlobalMediaLibrary/documents/resources/CollaborationContinuum.pdf?ext=.pdf

I want to develop a clear plan
for working with other groups that have the same vision as me.

DIY 05

BUILDING PARTNERSHIPS MAP

Scoping
Understanding the challenge; gathering information; consulting with stakeholders and with potential external resource providers; building a vision of / for the partnership

1

Identifying
Identifying potential partners and - if suitable - securing their involvement; motivating them and encouraging them to work together

2

Building
Partners build their working relationship through agreeing the goals, objectives and core principles that will underpin their partnership

3

Planning
Partners plan programme of activities and begin to outline a coherent project

4

Managing
Partners explore structure and management of their partnership medium to long-term

5

Resourcing
Partners (and other supporters) identify and mobilise cash and non-cash resources

6

Sustaining or Terminating
Building sustainability or agreeing an appropriate conclusion

12

Institutionalising
Building appropriate structures and mechanisms for the partnership to ensure longer-term commitment and continuity

11

Revising
Revising the partnership, programme(s) or project(s) in the light of experience

10

Reviewing
Reviewing the partnership: what is the impact of the partnership on partner organisations? Is it time for some partners to leave and / or new partners to join?

9

Measuring
Measuring and reporting on impact and effectiveness - outputs and outcomes. Is the partnership achieving its goals?

8

Implementing
Once resources are in place and project details agreed, the implementation process starts - working to a pre-agreed timetable and (ideally) to specific deliverables

7

How to use the Partnership Map

What stage are you on?

What stage would you like to be?

Use the template as a map to build a pathway towards that stage.

Social Return on Investment

Social return on investment (SROI) is an analysis of how much positive impact is created by an organization, translated into a dollar-to-dollar value.

$$SROI = \frac{social\ impact\ value}{initial\ investment}$$

Why measure SROI?

Identify successes and gaps in programming

Improve services and staffing

Generate reports for funders and boards

How to Measure SROI

1. Establish scope
   1. What is the purpose of the SROI?
   2. Who is it for?
   3. What is the background?
   4. What resources do you have available?
   5. Who will undertake the SROI?
   6. What activities will you focus on?
   7. What timescale (period) will your analysis cover?
   8. Is the analysis a forecast, a comparison against a forecast or an evaluation

How to Measure SROI

2. Identify stakeholders
   - List stakeholders and decide which stakeholders are relevant

Example: Selecting material stakeholders at MillRace IT

Key stakeholders	Reason for inclusion
Employees	Those employed would not otherwise be employed. This is a significant change to their lives
Project participants – people recovering from mental ill health	Primary beneficiaries who are likely to be experiencing significant outcomes if intervention is successful
The family members of project participants	Improvement in mental health of participants is likely to have a significant impact on families who may have previously had significant caring responsibilities
Local government in Essex	The computer recycling may reduce landfill charges for the local authority and help to meet environmental targets
National government (NHS and Department of Work and Pensions)	Savings in health spending if mental and physical health improves. Potential for reductions in benefit payments and increased state income from taxes where employment is increased

Excluded stakeholders	Reason for exclusion
Board members	No significant changes to board members were identified
Individual customers who purchase recycled IT equipment	Could buy computers elsewhere
Organisations that purchase IT services	Could buy services elsewhere
Members of the local community	Benefit likely to be too diffuse to measure in this analysis and difficulties in determining who would properly represent stakeholders in the community
Local mental health care system	Savings already captured by the national government (see above)

How to Measure SROI

3. Create an Impact Map
   - Identify the inputs and valuing inputs (including non-monetized inputs, such as volunteers or in-kind contributions)
   - Identify the outputs and outcomes of the program/initiative

Activity	Example output	Outcome 1	Outcome 2	Outcome 3
Luncheon club	group activities, including exercise sessions	as a result residents were fitter	as a result they fell less	as a result they ended up in hospital less

How to Measure SROI

4. Identify unique indicators to match the outcomes
   - Gather stakeholder input to understand social outcomes, like reduced social isolation

The example below is for a mental health day service.

Example: Choosing indicators	
Outcome	Indicator
Reduced social isolation	• Whether participants are taking part in new activities (eg taking up new sports or hobbies, visiting new places) • Whether participants report having more friends • Level of social skills reported by participants • Whether participants are accessing relevant public services that they had not used in the past, like public transport
Decreased stigmatisation of people with mental health problems	• Number of activities participants are involved in outside the mental health services • Number of incidents of discrimination reported by participants • Involvement of local community in organisation's activities • Change in attitudes within the local community

How to Measure SROI

5. Provide a value for each outcome
   - Contingent valuation
   - Revealed preference
   - Travel cost method
   - Average household spending

Stakeholder	Outcome	Indicator	Possible Proxies
Person with mental health problem	Improvement in mental health	• Amount of time spent socialising • Extent to which participants engage in new activities • Level of use of mental health services	• Cost of membership of a social club/network • Percentage of income normally spent on leisure, • Cost of counselling sessions
Local community	Improved access to local services	• Take-up of those services, and by whom	• Savings in time and travel costs of being able to access services locally
Person with physical health problem	Improved physical health	• Number of visits to GP surgery • Extent of improvements in health (self-reported) • How often they exercise	• Cost of visiting private GP clinic • Cost of health insurance • Cost of gym membership
Care giver	Improved wellbeing	• Number of hours respite/ spent in leisure activities	• Value of hours spent engaged in these activities
The environ-ment	Less waste	• Amount of waste going to landfill • Level of carbon emissions	• Cost of landfill charges • Cost of CO_2 emissions
Prisoners' families	Improved relationships with family and social ties	• Number of family visits • Satisfaction with family visits	• Cost and time spent on travel

How to Measure SROI

6. Deadweight adjustment-
   - How much of the change in outcomes is related to the program?

   - Attribution rate

Outcome	Benchmark indicator
Reduction in reoffending rates among young ex-offenders (16-24 yrs) taking part in a rehabilitation programme	National average reoffending rate among 16-24-year-olds
Improvement in educational outcomes for young people in high-quality residential care homes	Educational outcomes for children in the residential care population as a whole
Increase in number of long-term unemployed gaining a job after participating in an employment training programme	Average rate at which the long-term unemployed come off benefits in the same region
Decreased crime in a borough after a borough-wide initiative increasing the number of police on the streets	Change in crime rate in a borough with similar socio-economic profile, but not subject to a specific crime-reduction initiative

How to Measure SROI

7. Attach a monetary value to the impact area

(Outcome value = quantity X financial proxy)

Impact value= Outcome – deadweight – attribution

8. Calculate SROI

$$SROI = \frac{\text{social impact value}}{\text{initial investment}}$$

8. Report to stakeholders

CommonBond COMMUNITIES

Our Approach to Eviction Prevention

At CommonBond, Eviction Prevention means that we actively work to recognize and prevent situations that would put a resident's housing stability at risk. Through mission-focused property management, proactive relationship-building, collaboration with other organizations, and employment services, we're able to intervene and provide support when residents face eviction.

Why Eviction Prevention is important:

- Evictions have **long-lasting effects** that impact kids for years, **even generations**.
- Housing instability harms the social and economic wellbeing of **surrounding communities**.
- Education and health outcomes are **directly linked to housing**.
- Evictions begin a **cycle of instability**, which is inherently against our mission.
- When residents **maintain stable homes**, they can focus on other areas of life to reach their full potential and **achieve their goals**.

The reality is that evictions have the power to derail lives indefinitely.

What we wanted to learn:

As a learning organization, we embarked on a Social Return on Investment (SROI) study with Ernst and Young because we wanted to:

- Better understand our role and impact in the community tied to eviction prevention
- Articulate the short and long term outcomes of our eviction prevention and housing stability work
- Quantify the costs and benefits of our eviction prevention program

In 2017, we assisted 464 residents with a housing risk

MN | 313

WI | 101

IA | 46

SROI analysis | What we found

Overall, this study demonstrates that the more time and money put into keeping residents stably housed, the more we all benefit. Even with conservative estimates, **preventing evictions is a good investment.**

When it comes to the impacts of a stable home, the SROI analysis estimates that:

for every $1 invested in eviction prevention, $4 in social benefit is generated.

These benefits include:
- Improved educational outcomes
- Lower healthcare usage
- Decreased use of homeless shelters

CommonBond is especially well-equipped to leverage these benefits by helping residents make the most of their stable housing.

Eviction Prevention is only one component of our Advantage Services. The value of keeping people in their homes drastically increases when combined with services to actively help residents achieve their goals. **In 2017:**

- **40%** of students behind grade level made more than one year's worth of progress in reading.
- **85%** of formerly homeless residents maintained housing for a year or more.
- **487** residents participated in one or more Health and Wellness sessions during the year.

It's much more than an apartment for us. It's our rock. It's a place where we can heal – a home where we feel safe and know that our neighbors and CommonBond staff want us succeed.

-Dana, a CommonBond resident
Pictured speaking at our 2018 Celebration of Home gala

What Now?

The data proves what we intuitively knew: Eviction prevention programming is worth the investment. Now what?

1. Use our learnings to continue the long-term, generational impacts of our program
2. Serve as a leader and share information from the SROI report to gain support for our eviction prevention model
3. Use the SROI data to shape public policy—thereby increasing housing stability in our communities

Want to learn more? Visit **commonbond.org/SROI**

RESOURCES

THANK YOU!

- **Next module on Wednesday, October 20th at 3pm ET**

  - Partnership showcase: Topeka Housing Authority & Washburn University School of Nursing

- **Complete the session evaluation**

- **Complete CME/CNE form if you need continuing education credits**