

## Community-Centered Approaches to Racial and Social Justice: Change from the Outside In

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A Community-Centered Health Home not only *acknowledges* that factors outside the clinic walls affect patient health outcomes; it *actively participates* in improving them.



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The CCHH model represents more than a **one-time effort** to improve community health. Instead, it's a **cultural shift** of how clinics think about their role in improving their surrounding communities.

Andrea Caracostis, MD, CEO of HOPE Clinic

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### ASIAN HEALTH SERVICES

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#### Asian Health Services: Community-Centered Health Home

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### SOCIAL DETERMINANTS AND SOCIAL NEEDS: MOVING BEYOND MIDSTREAM



**UPSTREAM**  
 STRATEGIES: Improve Community Conditions  
 TACTICS: Laws, policies, and regulations that create community conditions supporting health for all people

**MIDSTREAM**  
 STRATEGIES: Addressing Individual Social Needs  
 TACTICS: Include patient-centered questions about social factors like housing and food security and work to address them and provide referrals

**DOWNSTREAM**  
 STRATEGIES: Providing Clinical Care  
 TACTICS: Social workers, community health workers, and community-based organizations providing direct interventions to meet the patient's immediate social needs

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 Source: <https://www.healthaffairs.org/doi/10.1377/hlthaff.2019.15.2349421/f>

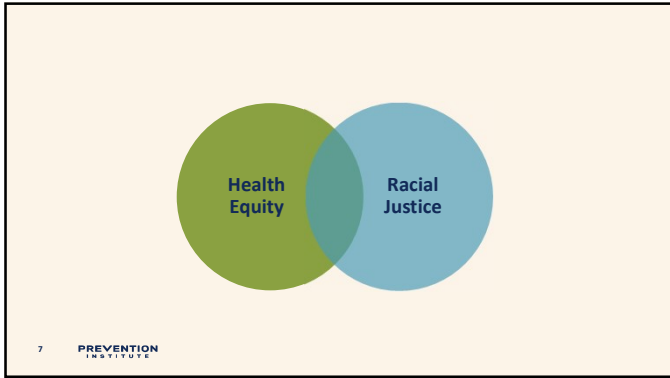
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### Housing Across Prevention Streams

<b>Upstream</b>	<ul style="list-style-type: none"> <li>Addressing discriminatory policies and practices within housing administration</li> <li>Advocating for livable wages and local economic development opportunities</li> <li>Influencing local, regional and state zoning and housing policy in support of affordable, accessible housing</li> <li>Identifying funding streams to support housing development in local communities</li> </ul>
<b>Midstream</b>	<ul style="list-style-type: none"> <li>Providing transitional housing services</li> <li>Assisting with short term housing placement</li> <li>Building housing for patients with complex housing, health and social needs</li> </ul>
<b>Downstream</b>	<ul style="list-style-type: none"> <li>Providing emergency housing vouchers, funding shelters for people experiencing homelessness</li> </ul>

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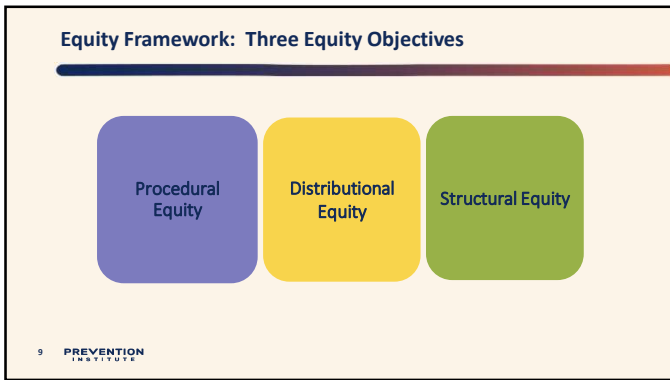


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“ Working to narrow gaps in health outcomes without intentionally addressing racism and the multiple forms of discrimination associated with it thwarts successful outcomes on both fronts.

Source: Building Bridges: The Strategic Imperative for Advancing Health Equity and Racial Justice. Prevention Institute, 2019.

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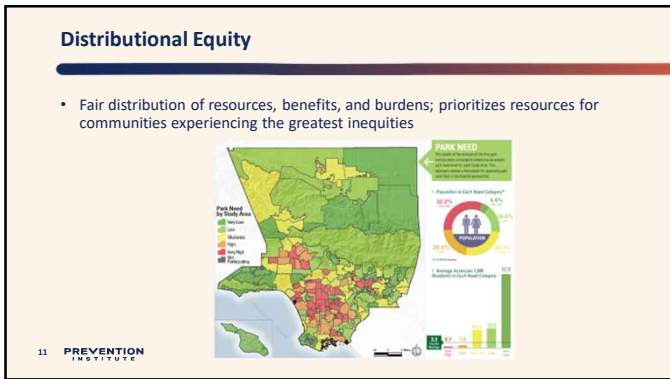
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### Procedural Equity

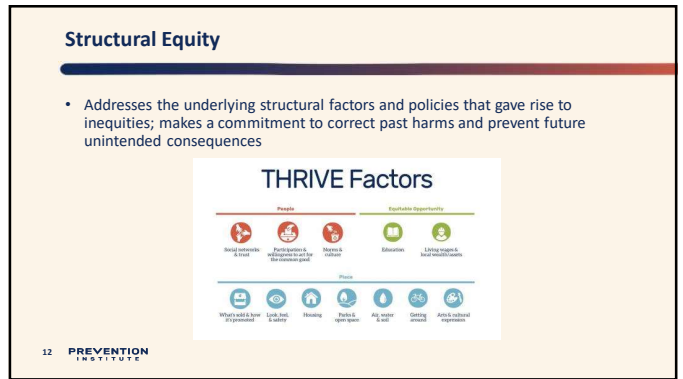
- Transparent, fair, and inclusive processes with additional opportunities for those who are disproportionately impacted

A photograph showing a community meeting. A woman in a blue plaid shirt is looking at a display board. Other people are visible in the background.

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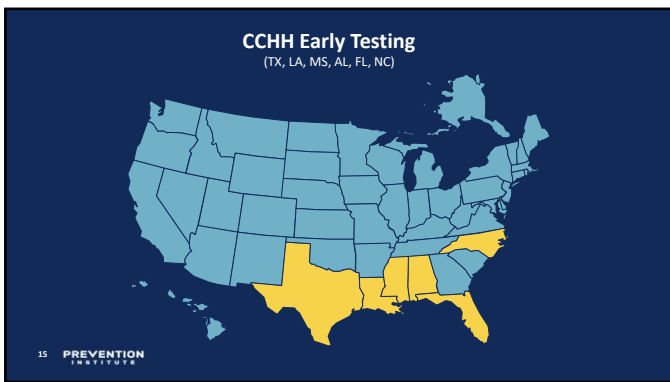
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### Background and History

- Based in Pensacola, FL
- Formed in 1993 out of closure of local countywide hospital that had served uninsured residents
- Expanded from primary care-only services upon becoming an FQHC in 2007
- Rebranded as CHNF in 2017 (formerly ECC)
- 13 sites



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### Partnerships

- Escambia Community Clinic
- Children's Home Society
- Escambia County School District
- University of West Florida
- Sacred Heart Health System



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### Staffing

- Executive Director (CCHH sponsor)
- Director of Special Programs (CCHH lead)
- Administrative assistant



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### Knowledge and Skills

- Designated staffing to participate in CCHH activities (external and internal)
- CCHH incorporated into new hire orientation
- Ongoing discussion of CCHH efforts and opportunities in staff meetings



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### Leadership

- Includes: executive, clinical, staff, board
- Strategic plan adapted to include community prevention (vision, mission, goals, strategies)
- Opportunity to operationalize equity in pursuit of racial and social justice
- Assure supportive internal structures, systems, and processes



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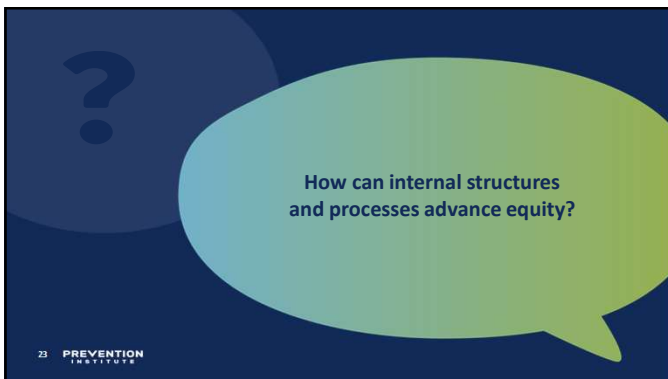
### Outcomes

- Playground
- Changes at Oakwood Terrace
- New clinic location opened
- Advocacy for and with residents
- Balance between leading and supporting



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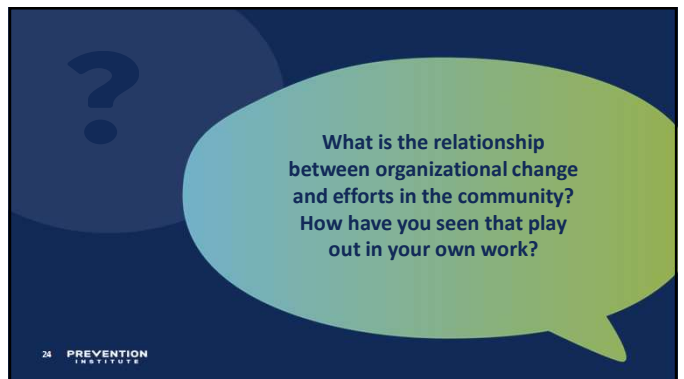
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How can internal structures and processes advance equity?

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What is the relationship between organizational change and efforts in the community? How have you seen that play out in your own work?

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### Short-Term Impact

- Increased staff satisfaction, pride, connection to purpose
- Increased # of patient encounters
- Increased # of screenings to meet targets
- Increased revenue
- Improvements at the school

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### CHNF's Next Steps

- Working with marketing company to focus on rebrand
- Staff sustained through marketing and outreach budget
- Key staff essential to keeping c-suite mindful of CCHH and bringing back to them what is going on in the community

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Becoming a CCHH has elevated our status in the eyes of our community and enhanced their trust in us. Our volume has increased because people know who we are and that we are here for the long haul.

Chandra Smiley, CEO of Community Health Northwest Florida

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Q&A

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### Resources from Prevention Institute

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### References

- PI's CCHH report, 2<sup>nd</sup> edition <https://preventioninstitute.org/publications/community-centered-health-homes-bridging-healthcare-services-and-community-prevention>
- PI's Building Bridges report on health equity and justice <https://preventioninstitute.org/publications/building-bridges-strategic-imperative-advancing-health-equity-and-racial-justice>
- LPHI CCHH demonstration project final report <https://lphi.org/wp->

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The graphic features two portraits of women side-by-side. Below each portrait is the name and title of the individual. Underneath the names are their respective email addresses. At the bottom left of the graphic are social media icons for Facebook and Twitter, followed by the website and social media handles. At the bottom right is the 'PREVENTION INSTITUTE' logo.

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