

Community of Practice Webinar

Goal #4: Support increasing the number of infants who are born healthy and continue to thrive



CRADLE KALAMAZOO

STRATEGIC PLANNING EFFORTS, OUTCOMES, CHALLENGES, SOLUTIONS

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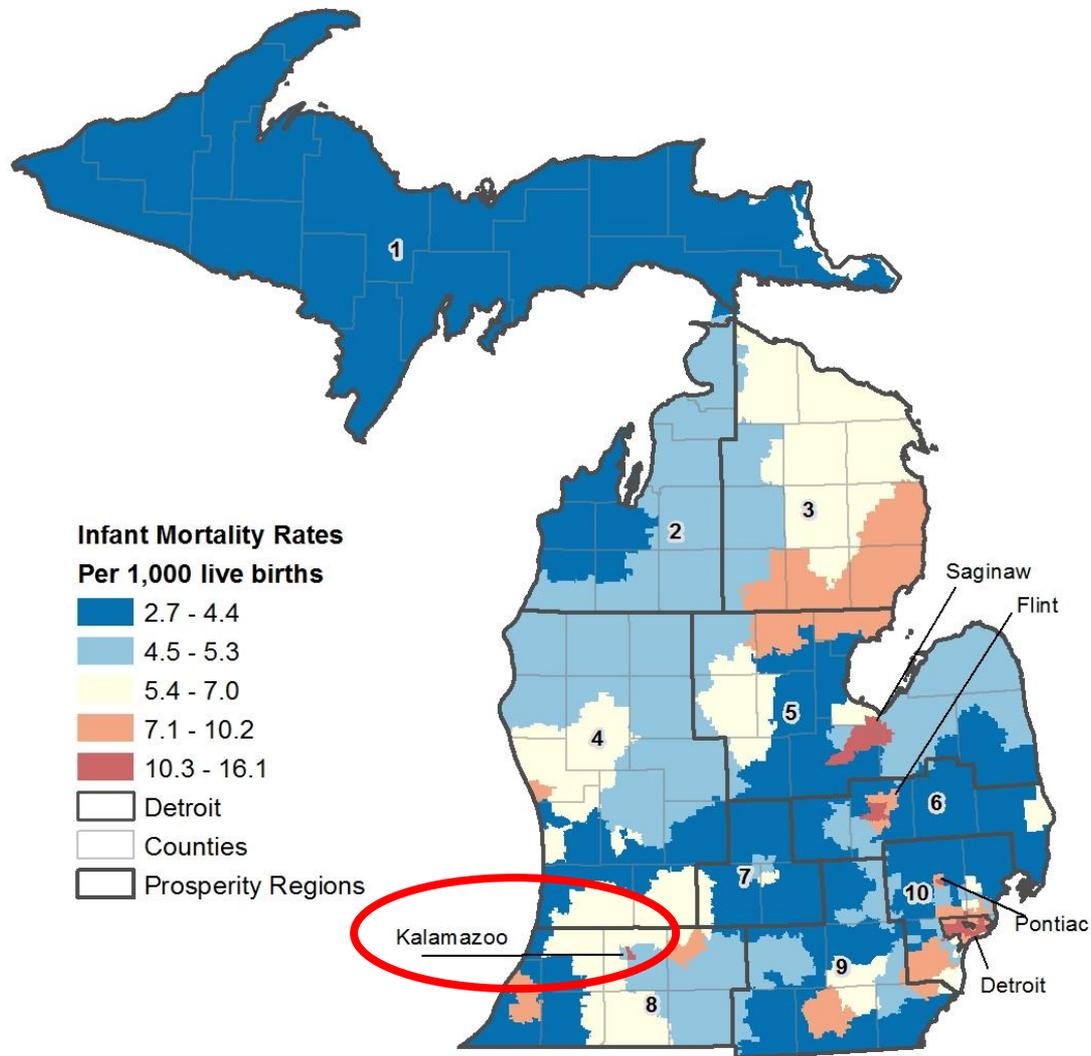




The Driving Force

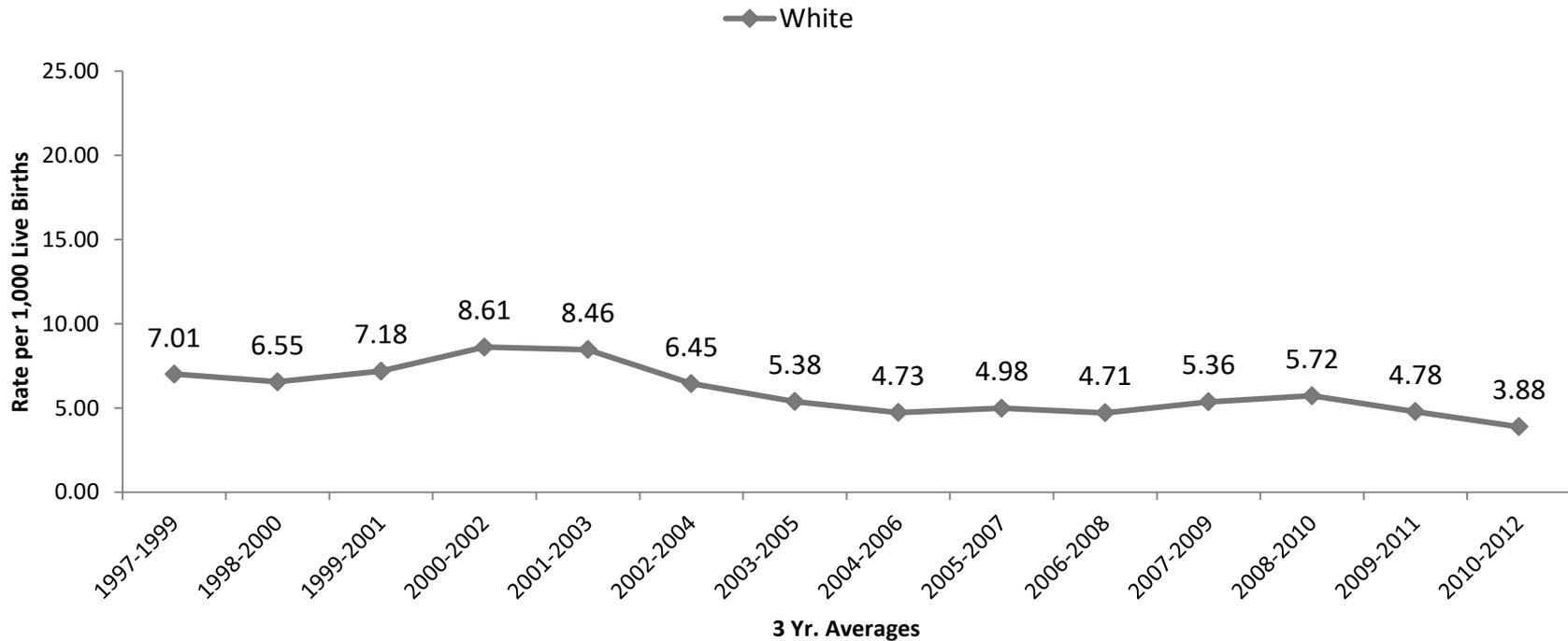


2014: Kalamazoo was an Infant Mortality Hot Spot



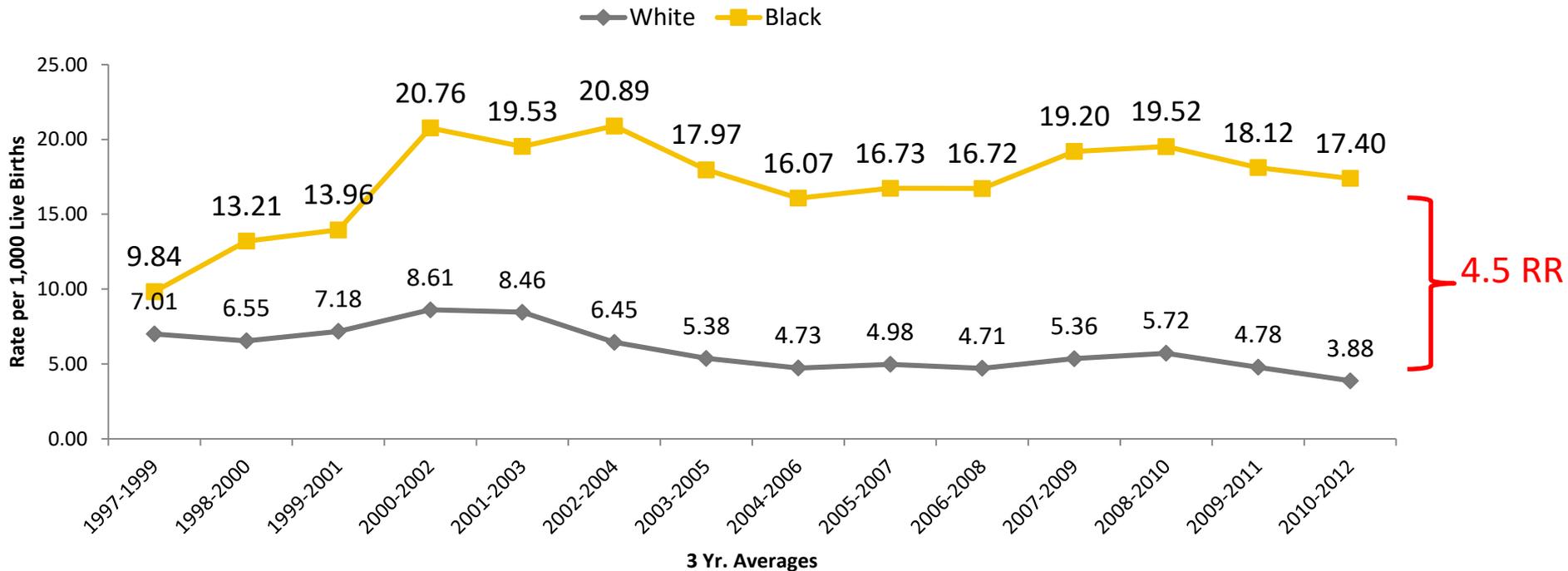
.....NOT because of it's White Infant Mortality Rate

**Three-Year Moving Average Infant Mortality Rates per 1,000 Live Births by Race
Kalamazoo County, MI, 1997-2012**



.....Because of it's Black Infant Mortality Rate

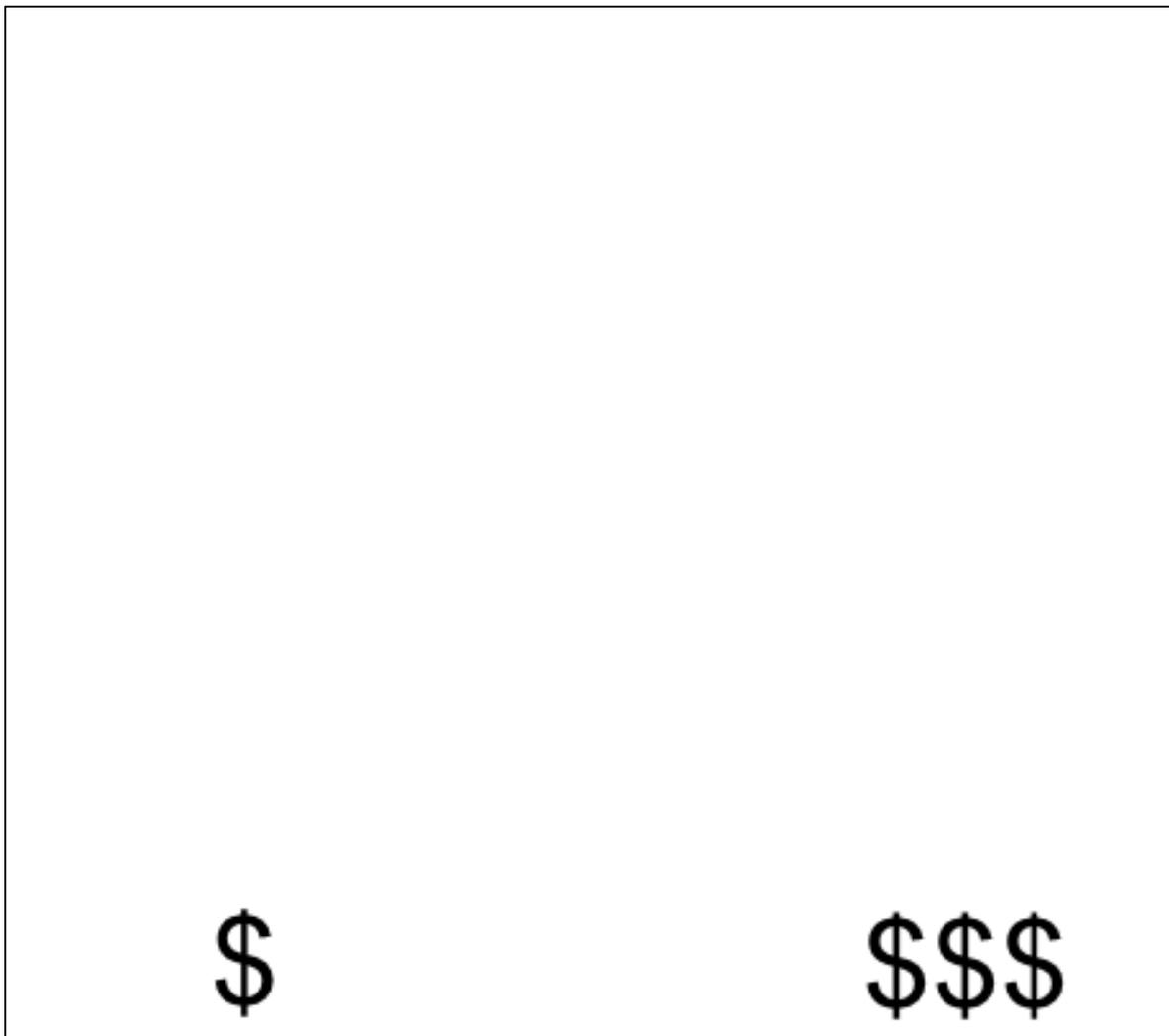
Three-Year Moving Average Infant Mortality Rates per 1,000 Live Births by Race Kalamazoo County, MI, 1997-2012



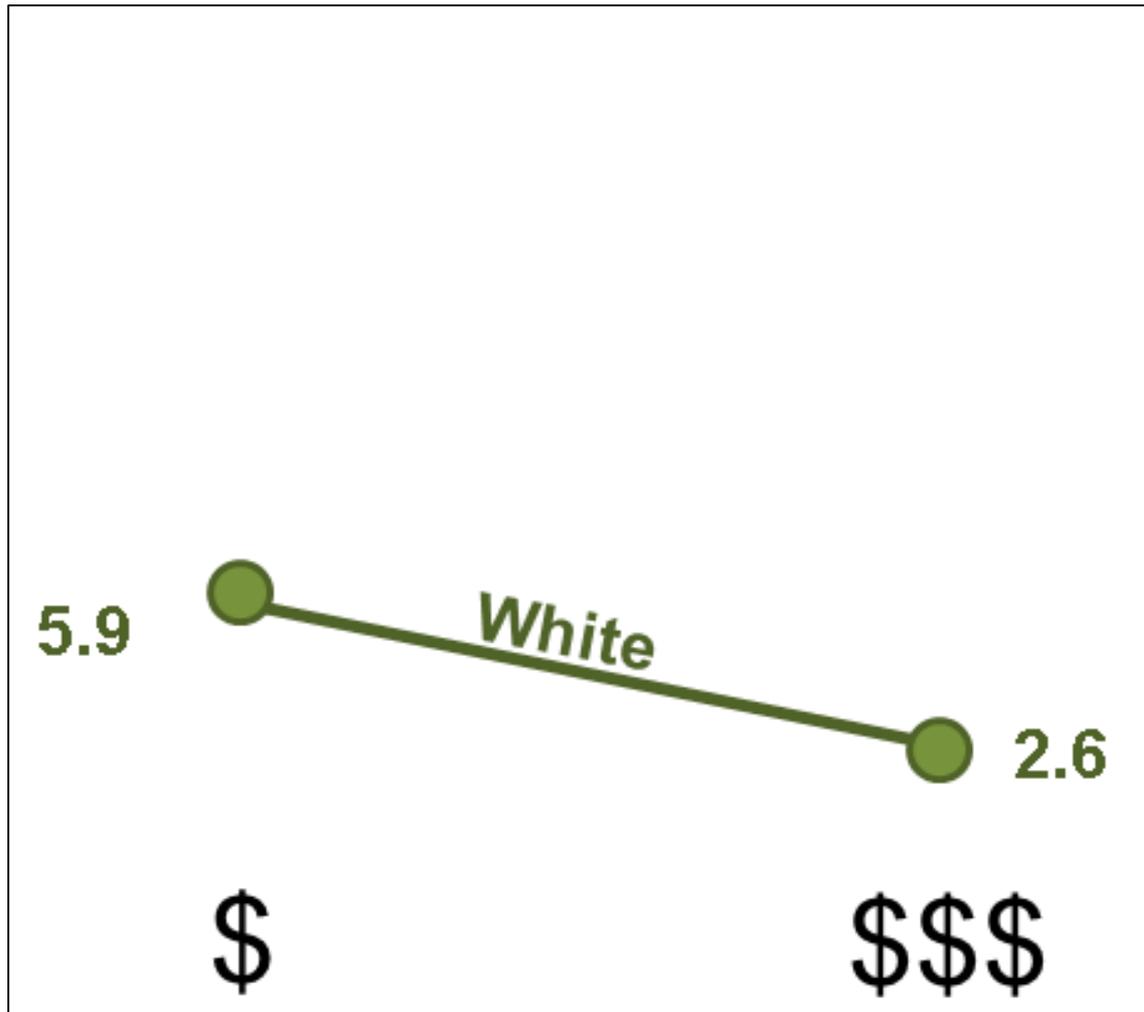
Combination of factors...

- Economic downturn
- Significant reduction in funding for maternal-infant services
- Disincentives for coordination of care
- Pushback regarding focus upon Black babies

Both Race and Income contribute to IMR



Both Race and Income contribute to IMR



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Both Race and Income contribute to IMR



Pressuring already-stressed families

what women said...

Economy

- “Even with a job though in our society. You cannot provide even living in subsidized housing and having a job and not getting food stamps. You’re not going to be able to provide for you house, especially with a child on the way”

Health Services

- “...and then with a lot of the referrals that they say they going’ give you, you never really receive them”
- “And then when I called, she’s like oh, you’re not a part of the program anymore...like when I was a part of the program I was waiting for the referral and you never sent it”

Racism

- “We shut down as Black women. We have an attitude that is not even an attitude; it’s called, um, we have this shell. Not matter what is going on, I don’t care. We don’t cry easily; you cannot make us cry, you cannot break us down... When we get alone we’ll cry, but we don’t want the world to think anything is wrong.”

*Dries, L., Berman, A., Damashek, A. (2015). Using Focus Groups to Identify Ways to Reduce Infant Mortality in Kalamazoo.

*Geist, A. (2015). Group Interviews with Community Members and Community Service Providers.

And stressed systems

what providers said...

Economy

- “It sucks being poor. I’m just going to say it...you get asked different questions that people with money don’t get asked and then you’re supposed to tell them all this stuff and once you tell them maybe CPS gets involved...so it all gets turned around in a negative way.”

Health Services

- “Kalamazoo is rich in resources, but there is a disconnect.”
- “That’s the puzzle, because we feel like we are giving the same level of care and the same chances and the additional resources and the programs. So why are we still failing? Why are we losing these babies?”

Racism

- “Why does it seem to happen in this group so much more than in another? What’s different about them aside from the color of their skin? You know. And obviously there’s probably some cultural things, but it’s hard to pinpoint what a cultural factor would cause this.”

POLLING QUESTION: What's the nature of the challenges in your community?

- **Clear, single problem.** If so, name it:
- **Multiple, overlapping problems... in the lives of community members and the institutions designed to serve them.**



First Steps



Our Vision

Reduce the infant mortality rate in racial ethnic minorities to 6.0/1000 in Kalamazoo by 2020.



Guiding Principles

Equity Focus

Data-Driven

Collective Impact

**Community
Engagement**

Getting Started

Phase 1: Generating Ideas and Dialogue: 2014

- Build awareness
- Build Community Partners
- Identify the issue in the community
- Learn from the past

ACTIVITIES

- One-on-one meetings with stakeholders
- Kickoff Conference (November, 2014)
- Media coverage

Equity Focus

Data-Driven

Collective Impact

**Community
Engagement**

Multisector Partner Engagement

- Aetna Better Health
- Arcus Center for Social Justice Leadership
- Borgess Medical Center
- Bronson Healthcare
- Catholic Charities Diocese of Kalamazoo – Caring Network
- Douglass Community Association
- Eliminating Racism Creating/Celebrating Equity (ERACCE)
- Elizabeth Upjohn Community Healing Center
- Family Health Center
- Gryphon Place
- Interfaith Strategy for Advocacy and Action in the Community (ISAAC)
- Kalamazoo Community Foundation
- Kalamazoo Community Mental Health and Substance Abuse Services
- Kalamazoo County Department of Health and Human Services
- Kalamazoo County Health & Community Services
- Kalamazoo Regional Educational Services Agency (KRESA)
- The Links, Inc.
- McLaren Health Plan
- Meridian Health Plan
- Molina Health Plan
- NAACP – Metropolitan Kalamazoo Branch
- Northside Ministerial Alliance
- Planned Parenthood of Michigan
- Priority Health Choice
- Rootead
- Savior's Home Healthcare
- Seeds for Success
- St. Luke's Diaper Bank
- Twenty Hands
- United Healthcare Community Plan
- United Way of the Battle Creek and Kalamazoo Region
- Western Michigan University Department of Psychology
- Western Michigan University Homer Stryker M.D. School of Medicine
- YWCA Kalamazoo

Rooted in Strategy

Phase 1: Generating Ideas and Dialogue: 2014

Phase 2: Strategic Process: 2015

Funding:

**Healthy Babies
Healthy Start**

In Kalamazoo, Michigan

ASCENSION



WESTERN MICHIGAN UNIVERSITY

- Identify priority areas
- Identify strategic partners
- Analyze baseline data and key issues
- Map the landscape and use data to make case

ACTIVITIES

- Community Workshops (March & May, 2015)
- Fundraising
- Research Race X SES further
- Strategic Planning Consultant / Process

Equity Focus

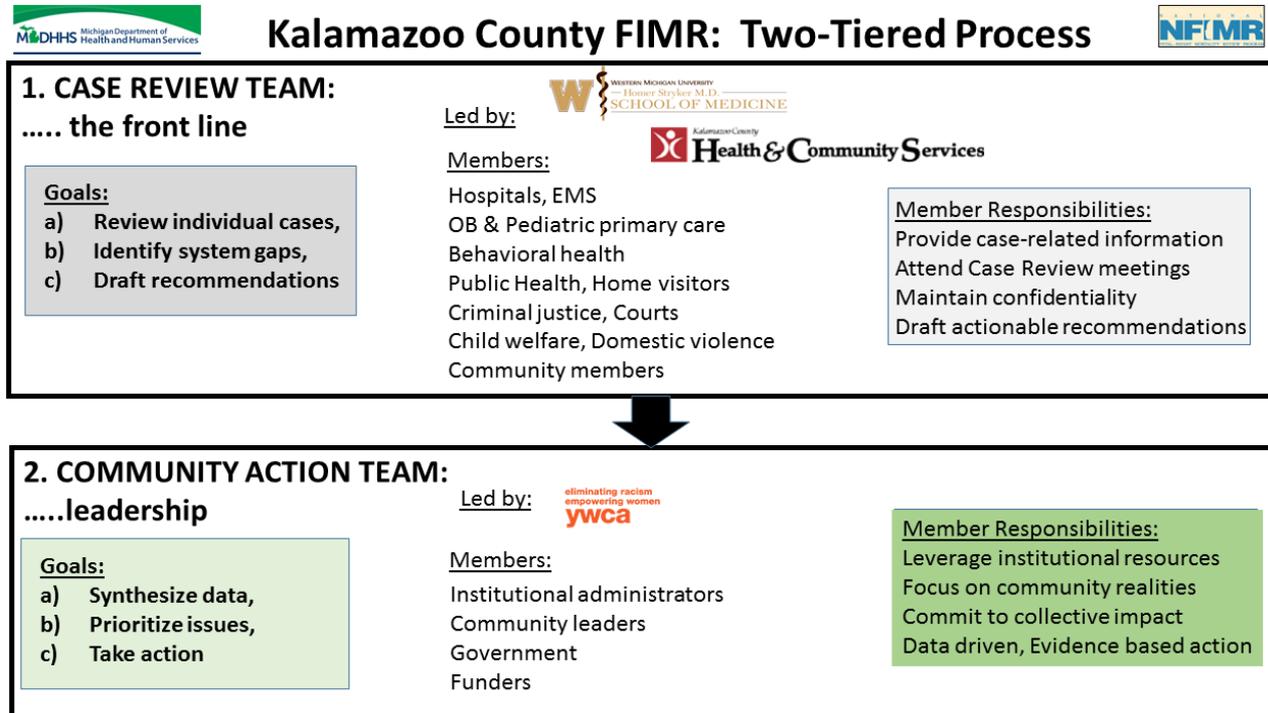
Data-Driven

Collective Impact

**Community
Engagement**

GRANTS: Early Wins Helped Maintain Momentum

1. Re-establish Fetal Infant Mortality Review



2. Launch WISH community health worker program

- Flexible safety net CHW program, focused upon highest risk women



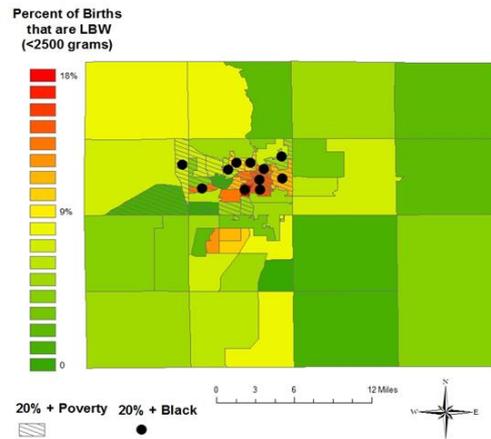
RESEARCH: Participatory Research Helped Engage Community & Inform Planning

Multivariable Regression
Statistical Analysis of
Birth/Infant Death
Records

Perinatal Periods
of Risk Analysis



Geomapping



Workgroup breakout sessions in
Community Meetings

Focus Groups with community
members & health providers



STRATEGIC PLANNING: Gaps Identified by SWOT* Analysis

1. Community: Lack of awareness/understanding regarding disparities
2. Health system: Fragmented services & ineffective client engagement
3. Prevention: Not getting at root causes
 - Community / neighborhood environment and opportunities
 - Living circumstances (work, play, home)
 - Treatment by providers, institutions
 - Supportive relationships
4. Data: Connecting the dots

*SWOT: Strengths, Weaknesses, Opportunities, Threats

POLLING QUESTION: What is your best source of information that helps you identify what's going on with infant health in your community?

- **FIMR / CDR**
- **Local Public Health Department / local Epidemiologist**
- **State Public Health Department / State statistics**
- **Hospitals / Medical systems in your community**
- **Academic researchers / studies in your community**
- **Other community stakeholders / associations**
- **Other. Specify:**



Strategic Action

Organizing

Phase 1: Generating Ideas and Dialogue: 2014

Phase 2: Strategic Process: 2014-15

Phase 3: Initial Action: 2015-16

Funding:

- Kalamazoo County Health Plan
- Michigan Health Endowment Fund

- Facilitate community outreach
- Identify funding
- Establish shared metrics

ACTIVITIES

- Announced plan at annual meeting
- Workgroups to develop each objective
- Hired administrative backbone
- Public Health Marketing
- Fundraising

Equity Focus

Data-Driven

Collective Impact

Community Engagement

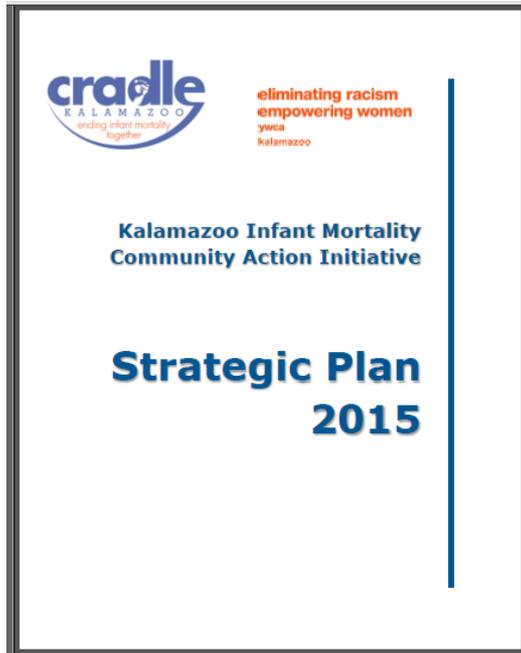
Began Building Community Awareness



https://drive.google.com/a/ywcakalamazoo.org/file/d/0B-788Uc1ZCRGU0l0UnlCdW42eTA/view?usp=drive_web

<https://www.youtube.com/watch?v=f5tBqK-i6mw>

Strategic Action Plan



Focus Populations: female residents of Kalamazoo County ages 15-44, who:

- Identify as Black
- Have incomes at/or below the FPL
- Have experienced a previous birth outcome

Four Strategic Objectives



Addressed Upstream and Downstream Issues

Upstream (root cause)....



...Downstream (most obvious cause)

WORKGROUPS:

CULTURE/VALUE

Ensure Cultural Competency of Cradle programs, providers and the community at large

COORDINATED SERVICES

Build a perinatal home visitation network to identify, enroll & retain pregnant women & mothers into home visitation programs

PREVENTION

Promote reproductive health education for the prevention of unintended & rapid repeat pregnancies

INTERVENTION

Promote safer infant sleep practices

Cradle Marketing



Marketing focus groups for logos and messaging



- Billboards
- Website (www.Cradlekalamazoo.com)
- Radio spots, news interviews (featuring partners)
- Brochures
- Cradle business cards

Implementation

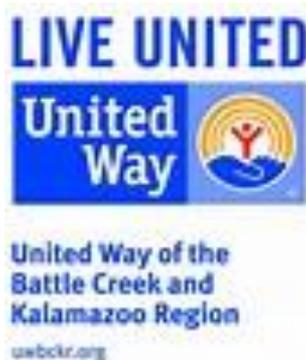
Phase 1: Generating Ideas and Dialogue: 2014

Phase 2: Strategic Process: 2014-15

Phase 3: Initial Action: 2015-16

Phase 4: Organize for Impact: 2016

Funding:



- Create infrastructure and process
- Create common agenda, goals and strategy
- Continue to engage

ACTIVITIES

- Baby Hotline
- Implement Data Hub
- Fundraising
- Continue marketing

Equity Focus

Data-Driven

Collective Impact

Community Engagement

Cradle Hotline.... 2-1-1 Gryphon Place



Call 269-888-KIDS for your baby needs!

With a single phone call, pregnant and newborn families in Kalamazoo County can connect to crucial services and resources to improve health and infant survival.

Anyone can call **269-888-KIDS (5437)** to help get connected to programs that support families both inside and outside the home.

For more information visit www.CradleKalamazoo.com

eliminating racism
empowering women
ywca
Kalamazoo

LIVE UNITED
United Way
United Way of the
Kalamazoo County
Kalamazoo Region

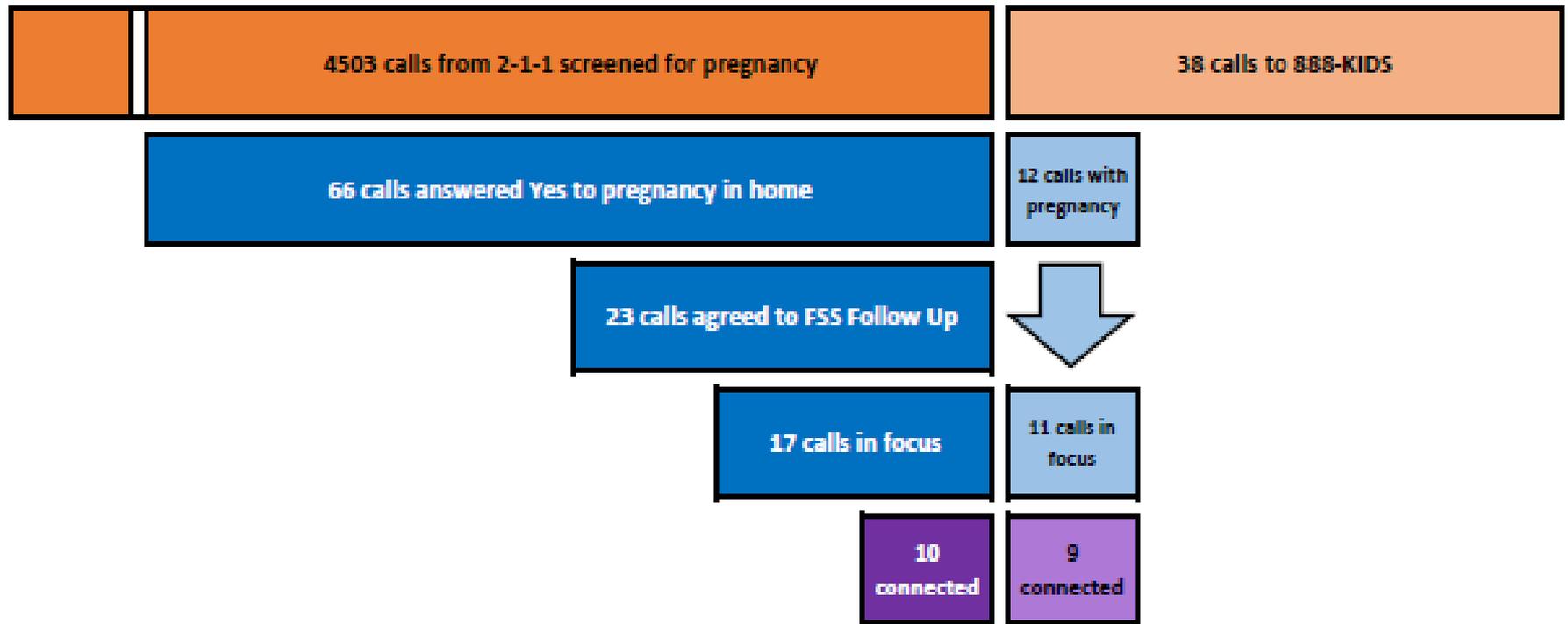
https://drive.google.com/a/ywcakalamazoo.org/file/d/0B-788Uc1ZCRGX3ladDRhel9uejg/view?usp=drive_web

<https://www.youtube.com/watch?v=GBC5Gu8MQFU&t=1s>

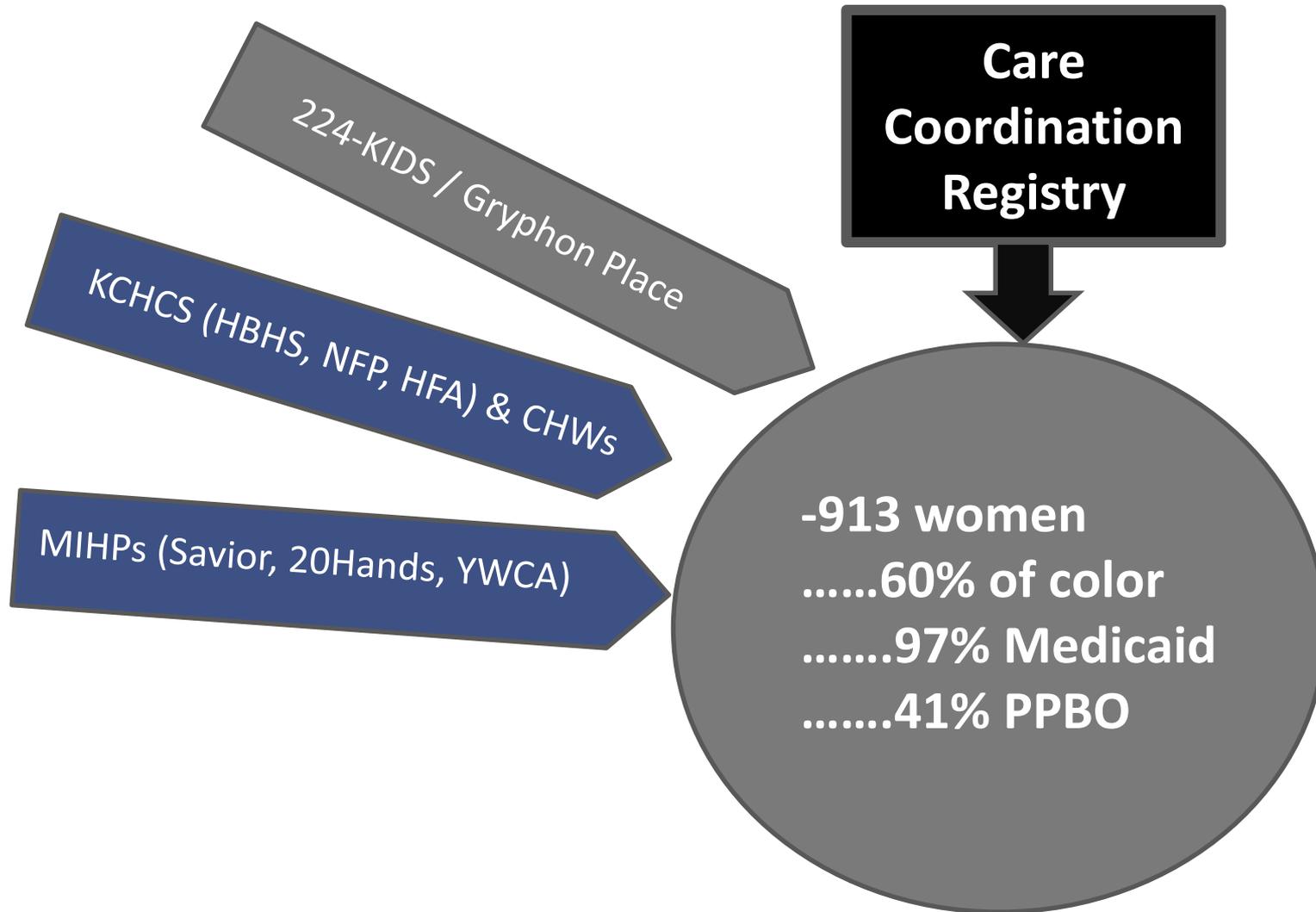
Cradle Hotline.... 2-1-1 Gryphon Place

Cradle Kalamazoo

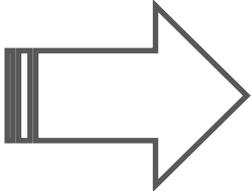
Call Report Summary (2017 weeks 1 - 11)



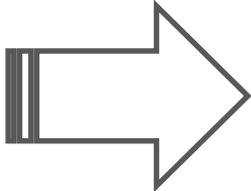
DATA HUB: Care Coordination Registry



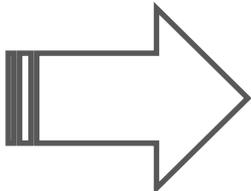
DATA HUB: Care Coordination Registry



SYSTEM WIDE CQI



CASE REVIEWS



PERF. INDICATORS

GOAL: 5% increase in each indicator. To...

Intermediate+ PNC 79% [395/ 500]	Healthy Birthweight 88% [440/500]	Full-term 68% [340/500]
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Accomplishments

YWCA
WMed

Capacity Building

- Backbone Team
- Cradle Kalamazoo Co-Branding

Home Visitation

- Weekly Case Reviews
- Streamlined Referrals

HBHS
MIHPs
NFP
HFA
CHWs

Wmed
Kalamazoo
County

FIMR

- Monthly Reviews
- Recommendations
- Interviews

Reproductive Health

- Education Module
- Literature Review

FHC
Planned
Parenthood

ERACCE
Kalamazoo
County
Arcus
Bronson
NAACP

Health Equity

- Training
- Accountability
- County Resolution

Wmed
WMU
NMA
ISAAC
Bronson

Safe Sleep

- Presentation Kit
- Community Awareness
- Training

Community Engagement

- Best Babies Zone

NMA
NAACP
ISAAC
United Way



Preparing for Next Phase



Next Steps

Capacity Building

- Administrative Backbone
- Cultural Competency Accountability
- Data Hub (*Funded by United Way*)
- Education: Safe Sleep & Spacing
- Co-Branding (Initiative vs. Individual Organization)



Intentional Programming

- Community Outreach and Engagement
- BBZ
- Intentional Collaboration with Partners
- MDHHS Minority Health Grant

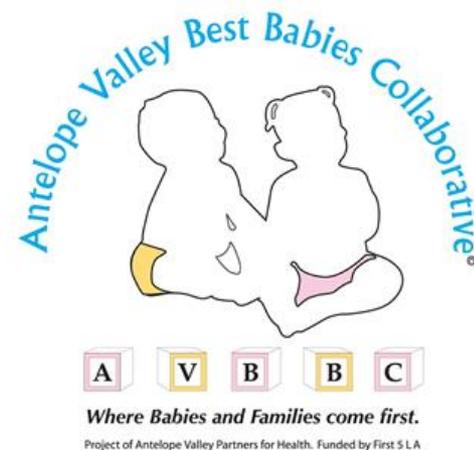


Gaps

- Strategic Planning
- Funding
- Continued Intentional Programming
- Strategic Engagement

Models that Work

****Collaborative Funding****



First Five LA
California
Endowment:
\$100,000 (start-up)
\$1.5 million for
next 5 years



What is Missing in Cradle?

Continued collective strategy both in funding and programming

- Intentional programming for focused populations
- Kalamazoo collective investment
 - Shared Prosperity
 - Kalamazoo Promise

****Funding STRATEGY Not PROGRAMS****



DATA HUB: Connecting the dots....

Moms' Health Experiences Survey

Social Life
Discrimination
Tx by providers
Neighborhood
Social Support
Partner Support

Living Conditions
Income
Food Security
Housing Stability
Transportation
Childcare

Stress

Depression

Substance use

Prenatal Care



**Birth
outcomes**

&

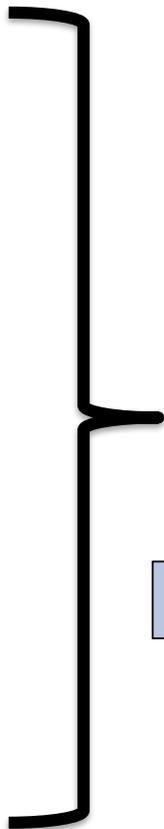
Disparities

DATA HUB: Impact of Home Health Visitors

Moms' Health Experiences Survey

Social Life
Discrimination
Tx by providers
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Social Support
Partner Support

Living Conditions
Income
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Childcare



Stress

Depression

Substance use

Prenatal Care

Home Health Visitors

Birth outcomes

&

Disparities

POLLING QUESTION: In your community, what brings people and agencies together to help disadvantaged families have healthy infants?

Thank You!



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K A L A M A Z O O
ending infant mortality
together

cradlekalamazoo.com

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